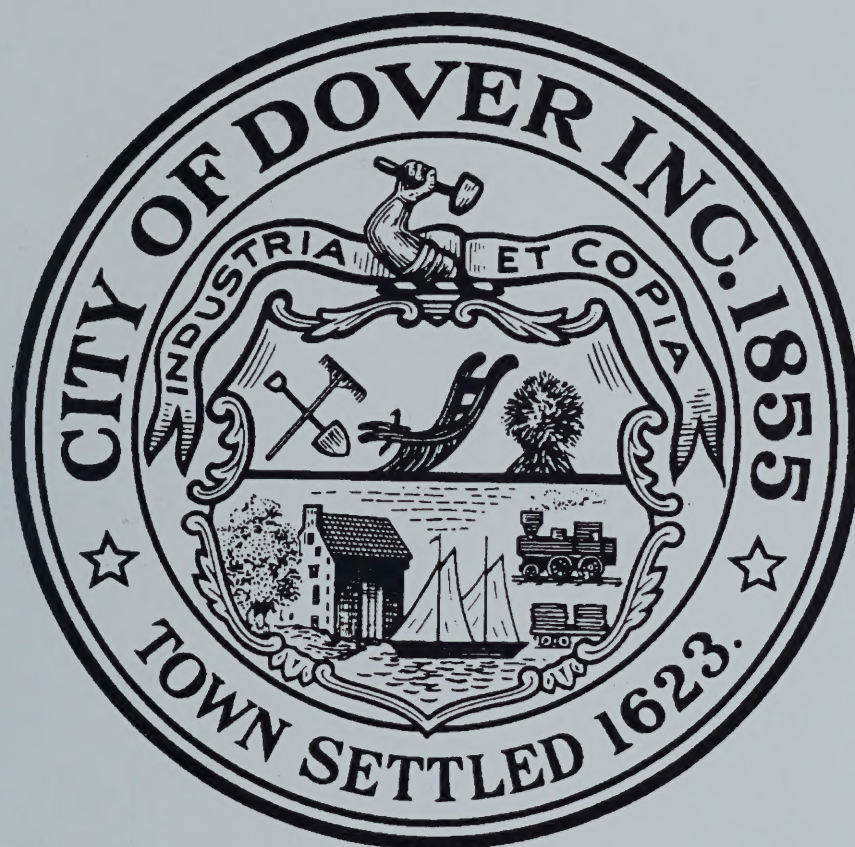


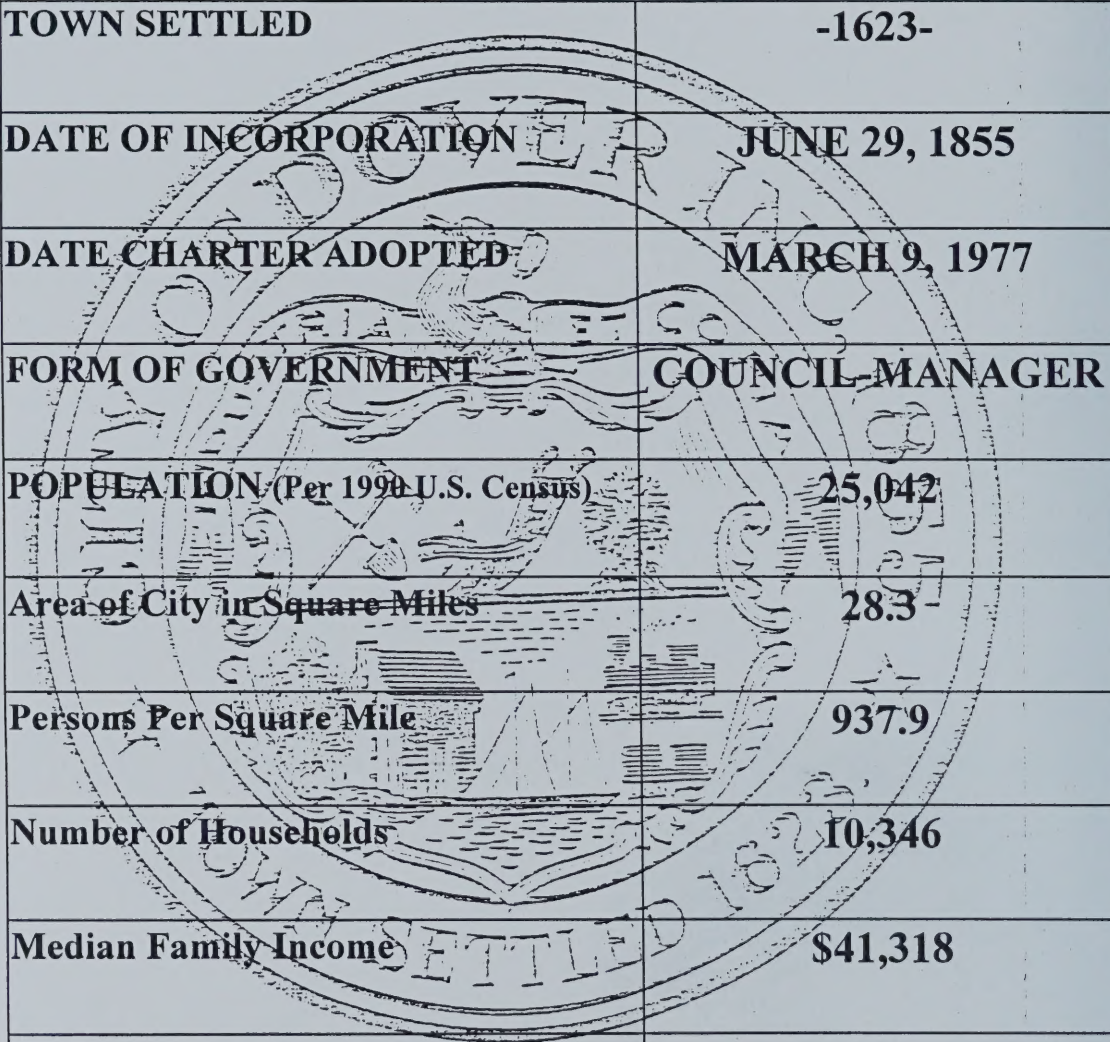
ANNUAL REPORT



**DOVER
NEW HAMPSHIRE
1993 - 1994**

CITY OF DOVER, NEW HAMPSHIRE

COMMUNITY PROFILE

The seal of the City of Dover, New Hampshire, is a circular emblem. It features a central shield with a ship on the water, a rising sun, and a plow. Above the shield is a crest with a bent arm holding a sword. The shield is surrounded by a wreath. The outer ring of the seal contains the text "CITY OF DOVER" at the top and "NEW HAMPSHIRE" at the bottom, with "1623" at the very bottom.

TOWN SETTLED	-1623-
DATE OF INCORPORATION	JUNE 29, 1855
DATE CHARTER ADOPTED	MARCH 9, 1977
FORM OF GOVERNMENT	COUNCIL-MANAGER
POPULATION (Per 1990 U.S. Census)	25,042
Area of City in Square Miles	28.3
Persons Per Square Mile	937.9
Number of Households	10,346
Median Family Income	\$41,318
Median Age	31.7



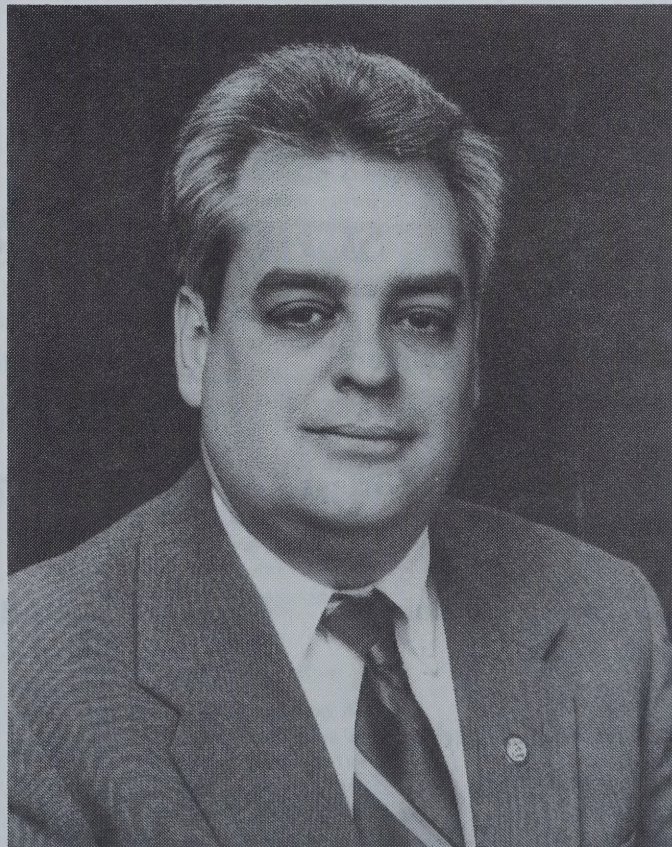
MAYOR
PATRICIA A. TORR

April 1993 - December 1994

N. H. STATE LIBRARY

AUG 16 1995

CONCORD, N.H.



MAYOR PRO TEM
PARKS L. CHRISTENBURY III

April 1993 - February 1994

CITY OF DOVER, NEW HAMPSHIRE

ELECTED OFFICIALS

1993 - 1994

CITY COUNCIL

**Patricia Torr - Mayor
At-Large**

**Parks Christenbury III - Mayor Pro Tem
Ward 2**

**Ernest Clark
Ward 1**

**Robert Hannan
Ward 3**

**Michael Landry
Ward 4**

**Daniel Markey
Ward 5**

**Robert Corsetti
Ward 6**

**Renny Perry
At-Large**

**Edmund McCabe Jr.
At-Large**

SCHOOL BOARD

**Christina Demers
Ward 1**

**Lynanne Clark
Ward 2**

**Thelma Alice Briggs
Ward 3**

**Robert A. Berry - Chairman
Ward 4**

**Brian Gottlob
Ward 5**

**Sam Allen
Ward 6**

**Doris Grady
At Large**

GENERAL GOVERNMENT

City Manager

Paul G. Beecher

City Clerk

Karen Larson

City Attorney

Scott E. Woodman

Economic Development Authority

Wendy Flanagan

Finance Director/

Comptroller/Treasurer

Jeff Harrington

Purchasing Agent

Dan Kelly

Tax Assessor

Dana Dean

Tax Collector

Ann Fredette

Auditor

Melanson & Greenwood &
Co.,P.A.(1995)

Water and Sewer Billing

HEALTH AND WELFARE

Human Services Director

Janet Poulin

Health Officer

Beatrice Fogg

Board of Health - 3 Year Term

Dr. Thomas J. McShera
Dr. Leonard Small
Madeleine Stylski, RN

Youth Services

PUBLIC SAFETY

Fire Chief

David Bibber

Police Chief

William Fenniman

PARKS AND RECREATION

Parks and Recreation Director

Cova Greig

Recreation Advisory Board

- 3 year term

Ward 1: Mark Chamberlin
Ward 2: Edward Murphy (1996)
Ward 3: Mark Perron (1995)
Ward 4: Connie Hutchins (1994)
Ward 5: James Sousane (1997)
Ward 6: Suzanne Meadows (1994)*
At Large: Lee Calderone (1995)
At Large: Mikel Myers (1995)
At Large: Robert C. Carrier (1995)

Arena Director

Paul J. Chaluc

Arena Commission

- 5 Year Term

Robert Fisher (1997)
Thomas Northey (1996) *
William F. Hopkins, Jr. (1995)
Deborah Decolfmacker (1998)
Gary Bartlett (1999)
Recreation Director, (Ex-officio)
Cova Greig

PLANNING AND COMMUNITY DEVELOPMENT

Planning Director

Steve Stancel

Planning Board

3 Year Term
Ronald Cole (1994)
Brian Preston (1996)
Douglas W. Steele II (1996)
Martin Smith (1997)
Bob Belmore (1996)
Lionel Martel (1997)
Public Works Director (Ex Officio)
Jim Richards

City Manager (Ex Officio)
Paul Beecher

Robert Corsetti Council
Representative, (Ex Officio)

Planning Board Alternates

Reuben Hull (1996)
Charles Reynolds(1996)

Building Inspector

Thomas L. Clark

Electrical Inspector

Theodore Evans

Plumbing Inspector

Thomas Forbes

** - INDICATES CHAIRPERSON*

Community Development

Coordinator
Steve Stancel

PUBLIC LIBRARY

Library Director

Donald K. Mullen

Library Board of Trustees

Valerie Bloom (1998)
Arthur Dubois (1996)
Barbara Grimes (1995)
Ann Grimes-Etelman(1996) *
Robert Marston (1996)

PUBLIC WORKS AND WATER

Public Works Director

James A. Richards

Superintendent of

Public Works & Water

Pierre Lavoie

Superintendent of

Pine Hill Cemetery

Nancy Gagne

Cemetery Board of Trustees

3 year term

Belinda Campbell (1996)
William Kincaid (1996) *
Grover Tasker (1994)
Russell Newell (1994)
William Knowles (1996)

City Engineer

Paul Vlasich

BOARDS AND COMMISSIONS

Conservation Commission

3 Year Term

Michael L. Hearn (1993) *
Jean Partin
Vacancy
Vacancy
Vacancy
Vacancy
Vacancy

Dover Utilities Commission

3 Year Term

Jay Stephens (1997)
Roland Belhumeur (1997)
Daniel Ayer (1997) *
Robert DiMambro (1997)
Franklin Torr (1997)
Ron Weeden (1997)
Pete Lavoie

Dover Housing Authority

5 Year Term

Jack Buckley, Executive Director
Seymour Osman(1996)
Marge Briand (1995)
John Guy (1999)
Alan B. Krans (1997)
John McCooley (1998)

Dover Economic Development

Corporation - 3 Year Term

George Gauthier (1994)
Stanley Robbins (1995)
Mike Spinnelli (1995)
Pat Murray (1996) *
Donald St. Germaine (1995)
Hamilton Krans, Jr. (1994)
George Maglaras (1994)
City Manager, Paul Beecher
Mayor Patricia Torr

Economic Loan Commission

John Turgeon (1995)
Richard M. Wallis (1995)

Licensing Board

Mayor Patricia Torr
Police Chief William Fenniman
Edward L. Morin

Parking Commission

Steve Goren (1995) *
Dan Dugal (1994)
Steve Stancel
William Fenniman
Renny Perry
Jim Richards
Mayor Patricia Torr

Personal Advisory Board

3 Year Term

Robert Duvall (1995)
Thomas Hardiman (1995)
Robert Weisner (1995)

Solid Waste Advisory Committee

(Citizens) - 2 Year Term

Gary Gilmore (1996) *
Earl Goodwin (1996)
Arthur Grimes (1996)
Ed McCabe, Jr. (1996)
Brian Sstern (1996)
Chris Wyskiel (1996)

Trustees Of The Trust Fund

Jeremiah Carberry
David Torr (1993)
Jeffrey Harrington

Zoning Board Of Adjustment

3 Year Term

John Murphy (1995)
William Colbath (1994)
David Paolini (1994)
Vacancy
Dean Trefethen (1994) *
Robert Callan (1994)
Brenda Whitmore (1994)(Alternate)
Richard Callaghan (1997)(Alternate)

EDUCATION DEPARTMENT

Superintendent of Schools

Gerald D. Daley

Business Administrator

Marie Walton

Dover School Board

Ward 1: Christina (Gallo)Demers
Ward 2: Lynanne Clark
Ward 3: Thelma Alice Briggs
Ward 4: Robert A. Berry *
Ward 5: Brian Gottlob
Ward 6: Sam Allen
At Large: Doris Grady

Director of Curriculum

Murray Ingraham,
Woodman Park School

School Principals

Gregory Kageleiry, Dover High and
Regional Vocational Center
Paul Mauceri, Junior High
Cynthia Theodoras, Woodman Park
Barbara Watt, Horne Str et
John O'Connor, Garrison

Director of Maintenance

(Building & Grounds)
Harvey Ham, Dover High

Director of Transportation

Neil Robinson, Garage

Head School Nurse

Teresa Warren, Dover High

Food Service Administrator

Joan Carl, Dover High

Supervisors of Checklist

Ward 1: Catherine Spellman *
Ward 2: Ann Shaheen
Ward 3: Ruth Chapman
Ward 4: Joanne Laurion
Ward 5: Stella Antonopolos
Ward 6: Cathy Kageleiry



CITY OF DOVER PHONE NUMBER LIST

MUNICIPAL BLDG 288 CENTRAL AVE DOVER, NH 03820-4169

GENERAL INFORMATION:	743-6000	FIRE & POLICE DEPTS:	
CITY MANAGER	743-6023	EMERGENCIES ONLY	911
CITY CLERK	743-6021	FOR ALL OTHER PURPOSES	742-4646
BUSINESS ASSISTANCE DEPT	743-6043		
LEGAL SERVICES	743-6022	COMMUNITY SERVICES:	
FINANCE DEPT:		ARENA	743-6060
FINANCE/PURCHASING	743-6030	COMMUNITY SERV. OFFICE	743-6070
ACCOUNTING	743-6005	CITY ENGINEERING	743-6071
ACCOUNTS PAYABLE	743-6006	FACILITIES & GROUNDS	743-6069
TAXCOLLECT/MOTORVEHICLE.	743-6019	PARKS & RECREATION	743-6058
TAX ASSESSMENT	743-6014	CEMETERY DEPT	743-6075
WATER/SEWER BILLING	743-6028	GUPPEY OUTDOOR POOL	743-6085
PLANNING DEPT:		INDOOR POOL	743-6056
PLANNING	743-6008	RECYCLING/SEWER DEPT	743-6073
BLDG INSPECTOR.	743-6038	WATER DEPT	743-6072
COMMUNITY DEVELOPMT.	743-6034	OMI/WWTP	742-2453
HEALTH INSPECTOR	743-6038	PUBLIC LIBRARY	743-6050
HEALTH/HUMAN SERVICES:			
WELFARE	743-6035	SCHOOL DEPT	742-6400
YOUTH RESOURCES	743-6045	GENERAL PURPOSE FAX	743-6097

ANNUAL REPORT
JULY 1, 1993 - JUNE 30, 1994

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CITY MANAGER

With the close of our 1994 fiscal year, I am pleased to submit the following annual report for the period of July 1, 1993, through June 30, 1994:

During this past fiscal year our community continued to see an improving financial picture for the City of Dover. Although faced with the eventual expense related to the clean-up of the Tolend Landfill, the City has been proactive in setting aside funds and making prudent fiscal decisions. These efforts have positioned the City to be able to adequately deal with this expense while still maintaining a healthy financial position. As a result of the City's budgeting practices and close monitoring of expenditures, the General Fund saw a positive fund balance recorded at the end of the fiscal year. This was a significant improvement over the negative balances recorded in the last few years.

In establishing the 1994 Fiscal Year budget, a tax rate of \$27.15 was set. This rate was a net increase over the previous year of \$0.15. With direction from the Mayor and City Council and through the efforts of each of the City's department heads and employees this increase was kept to a minimum. An important indication of the affordability of taxes in any community is the measure from year to year of unpaid taxes. At the end of the 1994 Fiscal Year, for the fourth straight year, unpaid property taxes significantly declined. To keep taxes affordable and to avoid the need for a significant tax rate increase, spending for City departments was reduced to below previous year levels to offset increases included in other areas of the budget. Despite the need to reduce spending on the City side of the budget, the City's department heads and employees responded to the challenge and were able to provide the same level and in some instances improved levels of service as expected by the community.

On the economic development front, the City experienced positive growth during the past fiscal year. Despite a downturn in our national economy and the impact of a regional recession, our community has continued to realize improvements in many areas including increased home sales, business expansion and, most significantly, new job creation. Through the efforts of the Dover Economic Development Commission, formerly known as the Dover Industrial Development Authority, the City has benefited from the construction of two new commercial facilities and the relocation of two successful businesses into Enterprise Park. The Commission continues to work on cultivating relationships with other businesses and private interests looking to expand or relocate facilities here in Dover. Two more prospects are likely to materialize before the end of the next fiscal year, including a new publishing facility and a building supplies distribution facility. The construction of these new facilities adds to our commercial tax base helping to reduce the tax burden borne by our residential property owners and the growth of these businesses has and will create new jobs for local residents.

City of Dover, New Hampshire

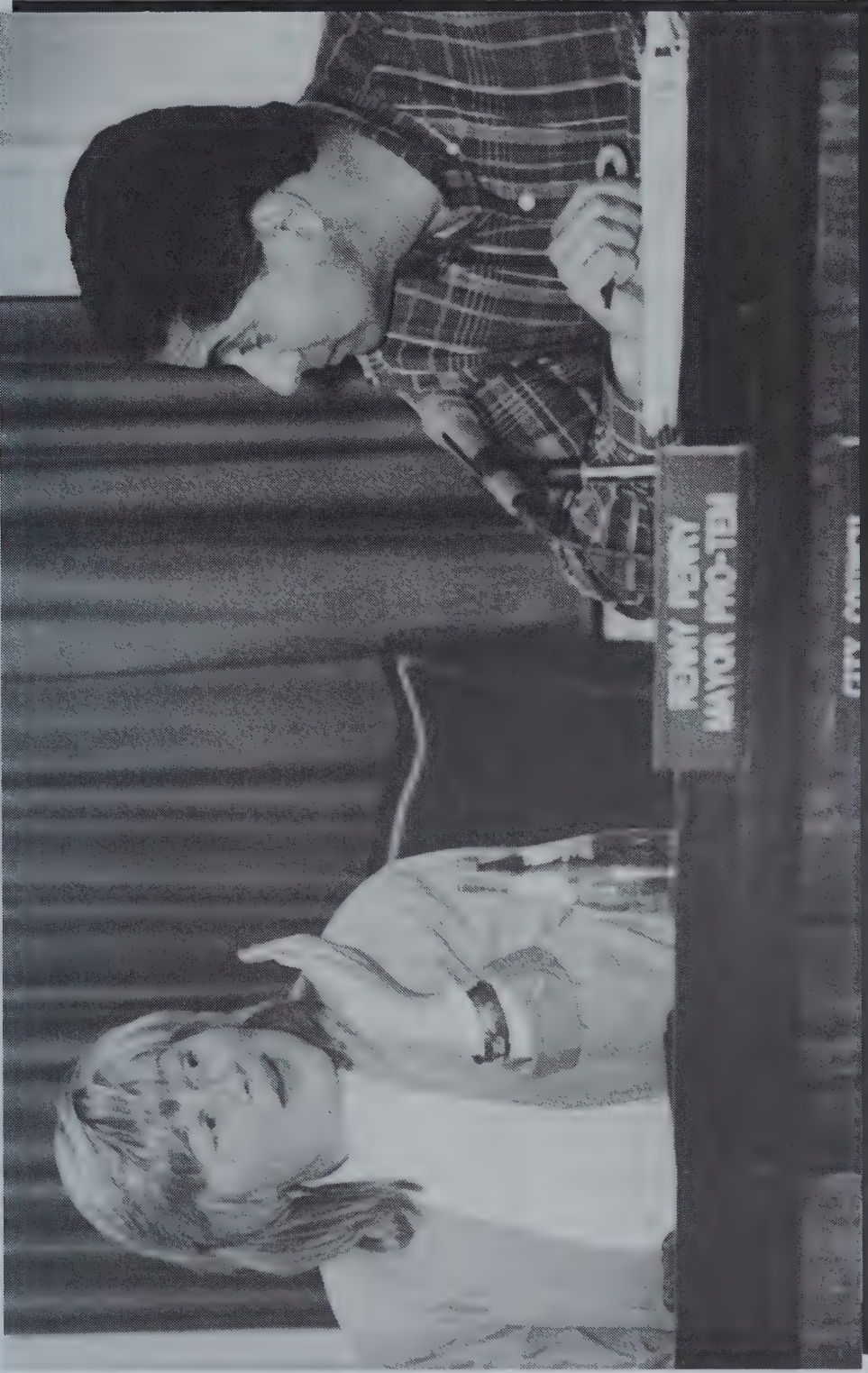
In addition to annual street, sidewalk and other infrastructure related construction projects, the Henry Law Park and Riverfront Development and the DoverNet projects were initiated this past year. The Riverfront Park project involves the installation of walkways and access to the Cochecho River. This multi-year project has garnered significant support from the local community and will eventually tie into plans for the development of the current Public Works site along River Street. The DoverNet project involves the building of a community wide information systems infrastructure giving residents, students and businesses direct electronic access to community information and services. This project is also a multi-year effort and, like the Riverfront Park project, has generated considerable community support and private sector involvement. Both of these projects, once complete, are expected to contribute significantly to the economic development and quality of life in our community.

As we enter a new fiscal year, the staff have renewed their commitment to a quality service initiative. This effort carries over from previous years and involves a focus on the needs of our customers - whether they be residents, students, local businesses or any other persons interested in the services provided by our local government. This past fiscal year, our employees and department heads were involved in discussions to re-think how we go about providing services in the community. A goal of this process was to find new and creative ways of providing services more efficiently and effectively. The success of these efforts have resulted in various changes to our work processes and has resulted in a proposal to re-organize three departments into one along functional lines.

As we all look forward to the year ahead and the many challenges and successes that it will bring, I wish to thank Mayor Patricia Torr and the entire City Council for their leadership and thoughtful deliberations over many of the more difficult issues that have come before them during the past year. I would also like to thank the department heads and each of our City employees for their continued dedication and hard work.

Respectfully submitted,

Paul G. Beecher
City Manager



LEGAL DIVISION

The Legal Division is a branch of the Executive Office operating under the supervision of the City Manager. The offices of the Legal Division are located on the second floor of the Dover District Court building. The Legal Division is staffed by City Attorney Scott E. Woodman and Executive Secretary Joanna Dowaliby who also performs duties for City Prosecutor George Wattendorf who shares office space with the City Attorney. The City Prosecutor is an attorney and a police officer who serves under the supervision of the Police Chief.

The Legal Division's caseload for the 1994 fiscal year was dominated by property tax abatement petitions in the Strafford County Superior Court. These various petitions requested the abatement of taxes assessed for the 1992 and 1993 tax years.

Seventeen (17) tax abatement petitions were filed in the Superior Court seeking the abatement of taxes assessed for the 1992 tax year. These petitions involved a total of forty (40) different properties a total of over ten (10) million dollars worth of taxable property. Of these cases, trial is currently pending in four (4) and the remainder have been resolved, either by settlement or trial, upon terms which are favorable to the City, without exception.

Seven (7) tax abatement petitions have been filed seeking the abatement of taxes assessed for the 1993 tax year. All of these cases are currently pending in Superior Court. The petitions involve a total of nineteen (19) different properties with a total of over twelve (12) million dollars worth of taxable property.

Another tax-related action which was filed during FY 1994 is a petition for tax exemption filed by the Housing Partnership which claims to be a charitable organization which provides subsidized housing for lower income people. Trial in this case is currently pending in Superior Court.

The matter of Tudor Insurance v. City of Dover was resolved in FY 1994. This case involved a claim by the plaintiff insurance company for reimbursement of costs which it incurred in defending the City against a claim for damages. After a N.H. Supreme Court appeal, no damages were assessed against the City in the underlying claim and the insurance company's claim for reimbursement was resolved on favorable terms.

Another legal action pursued during FY 1994 is a declaratory judgment action filed by the City in the U.S. District Court which seeks reimbursement from the City's Tolend Road cleanup costs from five (5) different insurance companies which provided insurance coverage related to the landfill. This case is still pending in Federal Court.

During FY 1994, the Legal Division has become involved in handling all employee labor grievances. Several have been processed during this year with two (2) being resolved in appeals to the American Arbitration Association.

The Legal Division has continued to monitor the processing of approximately fifty (50) bankruptcy petitions during FY 1994 for the purpose of protecting the City's interests in these cases which most commonly involves the payment of property taxes and utility bills.

Four (4) different lawsuits involving personal injury claims were litigated in Superior Court during the course of FY 1994. Of those lawsuits, one has been resolved within the limits of insurance coverage provided by the New Hampshire Municipal Association self-insurance trust. The other three are currently pending in Court with no indication of any likelihood of exposure to the City beyond the limits of insurance.

Another instance of litigation which was favorably resolved for the City was a case entitled Grodman/Katz v. City of Dover which involved a claim of an alleged violation of civil rights brought by the parents of a child whose custody was temporarily taken away from the parents by an order of the Dover District Court. This action was dismissed against the City by the U.S. District Court.

The Legal Division was involved in FY 1994 in enforcing various provisions of our land-use regulations, one of which involved an appeal to the Superior Court of a Zoning Board decision which allowed the location and operation of a concrete batching plant on Mast Road. This case was withdrawn by the Plaintiffs shortly before trial had been scheduled.

The balance of the workload of the Legal Division for FY 1994 involved the performance of the more routine, day-to-day duties of the Division pursuant to the provisions of the City's Ordinances and the direction of the City Manager.

City of Dover, New Hampshire

CITY CLERK

The following is a report of the activities of the City Clerk's Department for the period of July 1, 1993 through June 30, 1994.

LICENSES, PERMITS AND FILINGS

	July 1992 - June 1993	July 1993 - June 1994
Dog Licenses	777	810
Peddlers and Vendors	10	14
Tags and Raffles	64	22
Taxi (Cab, operator, driver)	42	66
UCC's	673	695
I.R.S. Tax Liens	118	50

VITAL STATISTICS:

Returns of Births, Deaths and Marriages occurring in the City during this period were recorded and tabulated as follows:

	July 1992 - June 1993	July 1993 - June 1994
BIRTHS	744	734
DEATHS	401	427
MARRIAGES	226	233

ISSUANCE:

The issuing of certified copies of Vital Statistics records and recording of the same, continues to be a large portion of the duties of the City Clerk's office.

	July 1992 - June 1993	July 1993 - June 1994
BIRTHS	1,693	1,581
DEATHS	2,507	2,083
MARRIAGES	279	157

CITY COUNCIL:

The Clerk's office prepared the required 35 agendas for both the City Councils Regular and Workshop meetings, prepared the council minutes and posted the appropriate meeting notices. The Council adopted 35 Ordinances and 111 resolutions (which are comprised mostly of purchasing and policy requests).

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1993 - 1994

RESOLUTIONS ADOPTED FY 94

DATE ADOPTED	TITLE
07/14/93	Adoption of RSA 72:1-C, Optional Collection of Resident Tax
	Award of Bid #B93054 for Engineering/Design Services - Reyner's Brook Interceptor Sewer
	Award of Bid #B93061 for Water Department Supplies
	Award of Bid #B93063 for Brick Sidewalk Replacement
	Award of Bid #B93064 for Traffic Control Signs
	Award of Bid #B93066 - Central Avenue Intersection Improvements
	Award of Request for Proposal #B93062 for Public Officials Liability Insurance Coverage
	Employment Agreement with DeVine, Millimet and Branch
	Fill for Construction of New Field for Dover South Side Little League
	Request for construction of private sewer line
	Side Bar Agreement to the Collective Bargaining Agreement between the City of Dover and the Dover Police Administrators Association (DPAA)
	Side Bar Agreement to the Collective Bargaining Agreement between the City of Dover and the Dover Municipal Supervisory Employees Assoc. (DMSEA)
08/11/93	Award of Bid Request #B94001 for Yard Waste/Brush Removal Services
	Award of Purchase Order for Magazine Wholesale Subscription Service Renewal
	Award of Purchase Order for Continued Professional Legal Assistance relative to Tolend Road Landfill expenses
	Award of Purchase Order for New Hampshire Municipal Assoc. Membership dues, various Civic Promotions, Grants/subsidies
	Renewal of License Agreement with S & H Enterprises, Inc., Successor to Sara Davis and Henry Sanborn
09/08/93	Award of Bid #B94002 for Fuel Oil, Diesel Fuel and Oil Burner Service Rates
	Award of Bid #B94004 for (2) Personal Computers and Network Hardware/Software
	Award of Bid #B94005 for Parking Meters
	Award of Bid #B94006 for Chemicals
	Award of Bid #B94007 for Highway Rock Salt
	Award of Bid #B94011 for Kraft Paper Bags
	Award of Blanket Purchase Order for both Children and Adult Books
	Award of Purchase for (3) Handheld Parking Enforcement Computers

ANNUAL REPORT
1993 - 1994

DATE ADOPTED	TITLE
	Award of Purchase Order for New Hampshire Municipal Association Membership Dues
	Award of Purchase Order for Paramedic Education Class Participation
	Closing a Portion of Central Avenue for the Annual Apple Harvest Day Festival
	Closing a Portion of Summer Street for a Neighborhood Block Party
	Curbside Recycling Contract - Annual Renewal
	Fiscal Year 1994 Budget Amendment #1 - School Department
	Fiscal Year 1994 Budget Amendment #2
	Increase in Sale of Parking Permits and Installation of Parking Meters in the Orchard Street Lot
10/13/93	Award of Bid #B94008 for Screened Winter Sand
	Award of Bid #B94014 for Fall Curbside Leaf Collection
	Award of Bid #B94016 for Escavation/Paving South End Fire Station
	Award of Blanket Purchase Order for Professional Employee Training Consulting Services
	Collective Bargaining Agreement between the City of Dover and the Dover Professional Fire Officers Assoc., Local 2909, IAOF, AFL-CIO
	Collective Bargaining Agreement Between the City of Dover and the International Brotherhood of Police Officers (IBPO) Local 466
	Federal Mandated Family and Medical Leaves of Absence Act
	Federal Unfunded Mandates
	Setting Voting Hours for the City of Dover's Municipal Election on November 2, 1993
	The Adoption of a Railroad Station Site within the City of Dover
11/10/93	Acceptance of Trust Fund for Library
	Award of Bid #B94012 for Wrecker/Towing Services
	Award of Bid #B94015 for Snow Plowing Services
	Award of Bid #B94017 for Miscellaneous Pipe Supplies and Accessories
	Award of Bid #B94018 for 4" Fire Hose
	Award of Change Purchase Order for Revised Routing Design/Reyners Brook Interceptor Sewer
	Award of Purchase Order for Professional Engineering Services
	Commendation to Dr. Peter Lampesis
	Reprogramming Community Development Block Grants Funds for Dover Group Home

ANNUAL REPORT

1993 - 1994

DATE ADOPTED	TITLE
12/08/93	Award of Bid #B94021 for Tree Removal/Pruning Services
	Award of Bid #B94022 for Water Department Supplies
	Award of Bid #B94023 for Excess Workers Compensation and Employers Liability Insurance Coverage
	Collective Bargaining Agreement between the City of Dover and the Dover Professional Administrators Association - DPAA
	Special Appreciation to the Dover Professional Fire Fighters for 10 years of commitment to the George Grenier Memorial Concert
	Special Appreciation to Tommy Makem
01/12/94	Acceptance of Briarwood Estates, Phase II, Consisting of the remaining portions of Hawthorne Road and Hubbard Road as City Streets
	Acceptance of Fox Tail Ridge as a City Street
	Acceptance of Pond View Drive as a City Street
	Adoption of Optional Adjusted Elderly Exemption Income Levels
	Authorization for Timely Disposition of (3) Mobile Homes
	Authorization to Accept Grant Money to Assist the Welfare Office with its work in dealing with Homelessness in Dover
	Award of Bid #B94025 for Self Contained Breathing Apparatus
	Award of Change Purchase Order for Continued Sludge Disposal Services
	Award of Purchase Order for Recycling Services
	Fiscal Year 1994 Budget Amendment #3 - Property Tax Rate Adjustments
	Naming of a Municipal Parking Lot for Chief Justice William Grimes
	New Hampshire Coastal Grant Application
	Posting of Quarterly Resolutions with City Council Actions
	Waiver of Bid Requirement - Dover Arena Resale Items
02/16/94	Amendment of 1994-1995 Council Rules and Regulations
	Amendment to D.U.C. Regulations
	Award of Bid #B94026 for Ammunition
	Award of Bid #B94027 for Police Department Clothing
	Award of Subsidy Agreement for COAST Bus
	Support of Implementation of the Economic Development Leadership Council
03/09/94	Adoption of Optional Adjusted Elderly Exemption Income Levels
	Authorizing the City Manager to enter into a Lease Agreement for the Use of Parking Spaces and an Existing Building as a Passenger Rail Station

ANNUAL REPORT
1993 - 1994

DATE ADOPTED	TITLE
	Award of Bid #B94032 for a Line Matrix Printer
03/16/94	Award of Request for Proposal #B94029 for Odor Control System - Tank Covers
	Award of Request for Proposal #B94035 for Financial and Economic Analysis - Sewer Treatment Services
	City of Dover's Support for the Pease Development Authorities' Capital Budget Request
04/13/94	Amendment No. 3 to OMI, Inc. Contract - Sewage Collection System
	Amendment to 1994-95 Council Rules and Regulations
	Authorizing the City Manager to enter into Agreements for the Timber Harvesting Operations on Various City Properties
	Award of Blanket Purchase Order for State of New Hampshire Laboratory Water Testing/Analysis Services
	Fiscal Year 1995 Municipal and School Budget
	Renewal of Lease Agreement with State of New Hampshire for the Dover District Court
	To Test the Cost Competitiveness of the Public Works Department against Private Contractors
	Transfer of Appropriations - Various Capital Projects
05/11/94	Authorization of Issuance of Building Permit on a Class VI Highway
	Award of Bid #B94037 for Sand and Gravel
	Award of Bid #B94038 for Pager Leasing Services
	Award of Bid #B94040 for Construction Equipment Rental Rates
	Award of Change Purchase Order for Center Line/Edge Line Striping Services
	Award of Proposal #B94045 for Fireworks
	Statement of Objectives for FY94 Entitlement Funds of the Community Development Block Grant Program (CDBG)
05/18/94	Bonding for Capital Improvements - Fiscal Year 1995
06/01/94	Authorization for Loan on Anticipated Taxes for Fiscal Year 1995-Six Million Dollars (\$6,000,000.00)
06/08/94	Award of (3) Purchase Orders for Computer Software and Hardware Maintenance Contracts
	Award of Bid #B94047 for Chemicals
	Award of Bid #B94048 for (2) Copy Machines
	Closing East End of Washington Street for a First Anniversary Celebration at Rose City Junction
	Private Force Main on City ROW (right-of-way) at Dover Neck Road

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DATE ADOPTED	TITLE
06/22/94	Application for Energy Grant Money
	Award of Request for Proposal #B94046 for Unleaded Gasoline
	Depositories for Fiscal Year 1995 City Funds
	Transfer of Appropriation - General Fund



Newly elected City Councilors, (front) Mike Landry, Dan Markey, (back) Bob Hannan and Robert Corsetti get acquainted at an informal gathering. (Photo courtesy Foster's Daily Democrat)

ORDINANCES ADOPTED FY94

In FY 94, the City Council adopted 23 Chapter 166, Vehicle and Traffic ordinances which primarily dealt with minor changes to various Schedules. 4 major Chapter 170, Zoning ordinances were also passed regarding elderly and group home zoning changes, handicap access and adult entertainment. The Administrative Code, Chapter 3, was also revised by 3 ordinances to implement the citywide reorganization of departments and commissions. Other ordinances passed included; Code of Ethics, Plumbing and Electrical Standards.

Other Happenings:

1993-94 has been a very productive year. The City Clerk and Deputy City Clerk both successfully completed their International Municipal Clerk's Certification Program and received their CMC (Certified Municipal Clerk) designation.

The City Clerk's office was very active in assisting the Parks and Recreation Department and Dover Chamber of Commerce in kicking off the 1st annual Great Cocheco Falls Duck Race. The Clerk's office not only served as a sales location, but the City Clerk served as the Sponsorship Chairman and Valerie French provided all of the data entry for the 7,000 duck entries.

The City Clerk was selected to serve on the Legislative Committee for the New Hampshire City and Town Clerks Association. The purpose of this committee is to address all legislation as it pertains to the operations of city and town clerk offices.

Effective 1 January 1994, the State increased the fees to license dogs state wide. The new fee was set at \$9.00 for unaltered dogs, \$6.50 for altered dogs and \$2.00 for senior citizens (1st dog). In addition, \$2.00 out of the fee for every dog goes into a state fund to control pet overpopulation.

The State Bureau of Vital records once again utilized Dover as a test site for the second phase of their automation program, which was to automate the issuance of Marriage Licenses and certificates. This program was implemented Statewide in the spring of 1994.

In 1994, the City Clerk's office became of the first 2 clerk's offices in the State to have all 3 aspects of vital records on computer. We went on-line with the Automated Birth Records in conjunction with Wentworth-Douglass Hospital.

ELECTIONS:

The November 1993 Municipal Election was the groundbreaking event for the City's new Optical Tabulating machines. The City Clerk's office, with assistance from Continental Cablevision, provided the citizens with an informational show to educate people to the new method of voting. Sample ballots were placed in the local newspaper and election ward officials provided demonstrations as people came in to vote. The transition went very well and very few problems were experienced.

In November 1993, the City had 15,078 registered voters and showed a 21% voter turnout for the Municipal Election. Five incumbents of the Council were reelected and 4 new members took office.

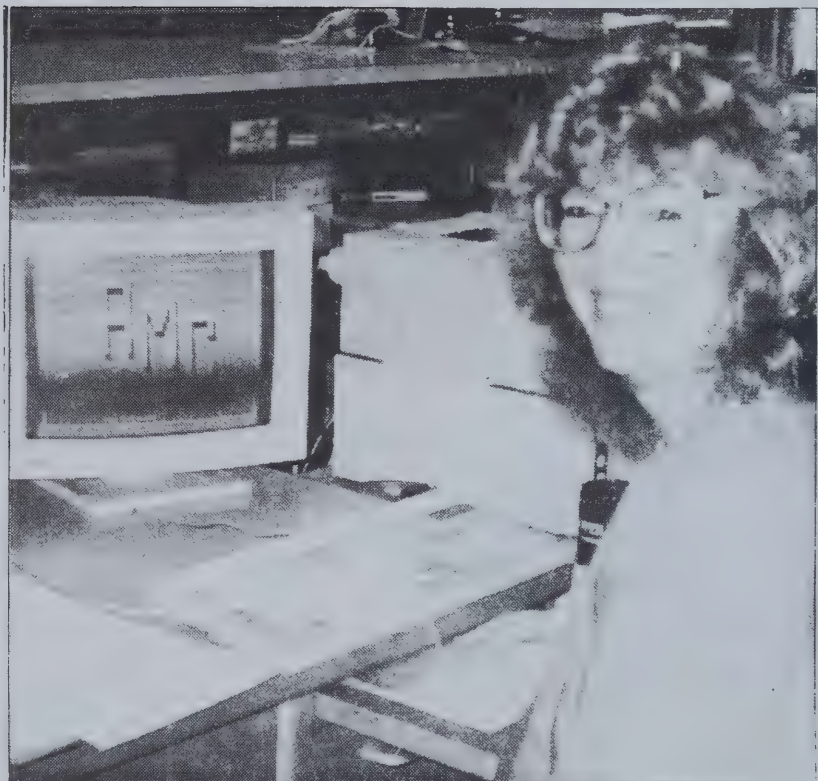
City of Dover, New Hampshire

Patricia Torr was reelected as Mayor and Parks Christenbury was reelected as Mayor Pro Tem. In February 1994, Christenbury stepped down as Mayor Pro Tem and Councilor Renny Perry was elected to serve the remainder of the term.

In 1994, the House and Senate passed legislation which will allow for same-day voter registration. The bill was retroactive to March 1993 so that the State would be in the exempt category as it pertains to the "motor-voter" bill. The same-day voter registration will commence at the September 1994 State Primary Election.

Respectfully submitted,

**Karen L. Larson
City Clerk**



Dover Deputy City Clerk Judy Lundy gets ready to run through the automated marriage certificate program. Dover is one of two pilot cities chosen for the program initiated by the state's Bureau of Vital Records. (Democrat photo – Jacobs)

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ARENA DEPARTMENT

During the past year, the Arena Department experienced a good ice skating season financially. During the ice skating season, Arena revenues remained constant as the cost of commodities used at the Arena were contained through frugal purchasing and the careful management of the staff. During the year the Arena Director continued to work closely with the Arena Commission to improve the plan to reduce expenditures and increase revenues.

The Arena staff has continued to maintain the facility in a safe and proper condition to provide the residents of Dover with one of the finest ice skating Arenas in the State of New Hampshire. We not only receive compliments from our local users after they have visited other rinks, but the visiting teams always comment on how nice our facility is and that our staff keeps it clean and is always helpful. We take pride in making this Arena a show piece for the City of Dover.

The Arena full-time maintenance staff of Barry Riordan and Mike Wilson bring a wide range of skills to the department and most of our projects and repairs are performed in-house, reducing the cost to the City. Arena Secretary, Laura Rowe, continues to administer several programs which, in the past, were handled by the Assistant Director, whose position was eliminated in FY90. A dedicated core of part-time seasonal employees round out the staff which keeps the Arena functioning from 6:00 AM to 1:00 AM, seven days a week, nine months of the year.

Over 13,000 people visited the WTSN Home Show again this year. The WTSN Homeshow continues to be a major event held annually at Dover Arena.

In addressing the indoor air quality at the Arena, it was determined that the best solution would be to eliminate the source of the problem, the gasoline powered Zamboni. A new electric Zamboni was delivered in November, making Dover Arena the first ice rink in New Hampshire to have the new "state of the art" Zamboni. The use of the electric Zamboni has greatly improved the air quality in the Arena.

The Arena Department is fortunate to have a group of dedicated volunteers who serve on the Arena Commission in an advisory capacity and is appointed by the City Council. There are five Commissioners who serve a five year term, with one seat expiring each year. William Morgan served as the Chairman until December when he passed away. Thomas Northey served as the Vice Chairman. In January, Thomas Northey was elected chairman and Deborah DeColfmacker was elected vice chair. Robert Fisher and William Hopkins are the other two Commissioners. Commissioner Morgan's position remained vacant until the department consolidation was finalized. In June the City Council appointed Gary Bartlett to the Commission to fill this vacancy.

The Arena Commission normally meets on the third Tuesday of each month at 7:30 PM in the Arena Commission Room. These meetings are open to the public; and, we are always interested in public input about the Arena operation.

City of Dover, New Hampshire

In the coming year, the Arena staff will aim to keep the cost of operating in check, while attempting to maximize income through the various revenue producing activities. This will be a greater challenge than in previous years in light of the economy, but we must succeed. As of fiscal year '95, the Arena operation will be part of the Recreation Program Division of the "new" Community Services Department.

Respectfully submitted,

Paul J. Chalue
Arena Director



City Manager Paul G. Beecher, Arena Maintenance Specialist Barry Riordan and Arena Director Paul J. Chalue stand with the Arena's new electric Zamboni.

FINANCE

FINANCE & PURCHASING

Investments

The city invested its available funds mainly in the Public Deposit Investment Pool and overnight investments at its main depository during the fiscal year. The rates over the twelve months ranged from a high of 4.86% in September 1993 to a low of 2.70% in January 1994. Rates held fairly stable through the first half of the year and began to climb the last half.

The table represents a recap of investment income and expense from short term borrowing for the year in comparison to the previous nine years.

The increase in investment income was due to the consolidation of bank accounts and higher rates attained by the Public Deposit Investment Pool and the City's new depository. The decrease in interest expense is attributable to less borrowing than previous years and lower rates attained because of better financial position.

Fiscal Year	Interest Income	Interest Expense	Net Interest Income(Loss)
1985	388,654	219,667	168,987
1986	373,788	111,067	262,721
1987	344,742	69,941	274,801
1988	388,155	96,815	291,340
1989	488,346	92,160	396,186
1990	663,410	207,650	455,760
1991	495,363	352,457	142,906
1992	376,958	436,458	(59,500)
1993	155,799	381,564	(225,765)
1994	189,808	209,797	(19,989)
Change 94-93	34,009	(171,767)	205,776

See **Tax Collection** section for related Interest and Penalties revenue on uncollected property taxes.

Debt Financings

The City issued a Tax Anticipation Note (TAN) on July 6, 1993 for \$4 million due June 22, 1994 to cover General Fund operations. All \$4 million was at a rate of 3.00%. A second TAN was issued on September 22, 1993 for \$3 million due June 22, 1994 at a rate of 2.83%. In addition, the City retired a Tax Lien Redemption Note, issue during FY92 for \$2.4 million, on September 30, 1993. The City had no outstanding short term debt for General Fund operations at the end of the fiscal year.

The City received the proceeds of \$1,188,338 from serial bonds issued to finance the FY93 Capital Improvements Program. The bonds were issued through the New Hampshire Municipal Bond Bank and carried a Net Interest Cost (NIC) of 5.4163%. The final principal payment for the debt will be August 15, 2008.

During the year, two bond anticipation notes (BANs) remained outstanding for the Dover Industrial Development Authority's Enterprise Park on Sixth Street. One note issued on July 2, 1992 was for \$1.05 million at 5.75% due on September 30, 1994. The other note issued June 16, 1993 was for \$1.3 million at 4.19% due also on September 30, 1994.

Purchasing

The Purchasing Agent issued 366 Purchase and Change Orders during the fiscal year, including blanket purchase orders. The total of Purchase and Change Orders issued during FY94 represents the purchase of \$4,612,273 of goods and services. This amount excludes purchases represented by blanket purchase orders.

Banking Services

The City changed the bank that acts as the City's main depository to First NH Bank. Both the City and School accounts, previously with separate banks, were placed with the new bank. The new arrangement allows for greater use of available funds and more efficient handling of the City's cash. New services available to the City include daily overnight investment of all funds, full collateralization of deposits with securities held at the Federal Reserve Bank of Boston in a joint account, automated lock box (re: Tax Collection section), electronic funds transfer (ACH) for debt and payroll transactions, modem connection to bank for inquiries, stop payments and other services. This change has increased efficiency and the security of the City's funds.

ACCOUNTING DIVISION

Document and Transaction Volumes

The table reflects various document volumes that occurred during the year. Account Transactions shows the number of general ledger accounting transactions processed on the computer located in the Accounting Division. This includes budgetary, income and expense and balance sheet transactions. This does not include the subsidiary ledger activity for the Property Tax receivable nor the Water and Sewer receivables.

Payable Vouchers is representative of the amount of computer input required for the disbursement function. A Voucher is generally representative of invoices paid with the exception of statement billings and School Department Manifests. It is not representative of the number of checks cut as one check may have multiple vouchers listed.

Fiscal Year	Account Transactions	Payable Vouchers	Payroll Checks
1989	50,273	13,562	16,099
1990	53,493	15,580	16,717
1991	56,625	15,725	16,710
1992	65,065	15,326	16,217
1993	63,910	14,624	15,563

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Payroll Checks represents the number of checks cut to individual employees over the course of the year. One check, however, may require multiple lines of input.

Payroll

The City changed its payroll system from a service company to an in-house system during the year. The system was on-line October 1, 1993 and produced the necessary quarterly and year end reports and employee wage statements (W-2s). The new system allows for more departments to have access to payroll information and input. In December of 1993 direct deposit of employees checks began on a volunteer basis. About 25% of employees took advantage of this feature. The new payroll system is estimated to save the City approximately \$25,000 a year in service fees.

TAX COLLECTION DIVISION

Property Taxes

The Property Tax Rate for the FY94 was set at \$27.15 per \$1,000.00 assessed valuation by the Department of Revenue Administration.

Tax Rate	FY 1993	FY 1994
City	\$10.12	\$9.78
County	2.45	2.60
School	14.43	14.77
Total	\$27.00	\$27.15

The total warrant issued to the Tax Collector was for \$24,624,254.42, a decrease of \$160,380.28 or .6% (six tenths of one percent). 16,500 bills and reminders were mailed to property owners during the FY94.

Bills Mailed

Fiscal Year	Tax Bills
1993	16,386
1994	16,500

Out of the total warrant, \$2,631,688 was still outstanding at the year's end on June 30, 1994. This is a decrease in the amount outstanding for the current year's levy of \$668,536 or 20.3%. In addition to the amount outstanding from the current levy, an additional \$1,496,881 was outstanding for previous levies.

As uncollected property taxes grew during the recent downturn in the economy, the City saw an increase in Interest and Penalties on taxes. The table reflects total outstanding property taxes by year and the corresponding increase that occurred in the amount collected for interest and penalties. The last two fiscal years has seen major reductions in outstanding taxes and the related income from interest.

@ June 30	Property Taxes Outstanding	Interest & Penalties
1987	1,507,496	135,407
1988	2,088,703	315,838
1989	3,087,116	199,747
1990	5,453,994	342,752
1991	6,441,010	582,766
1992	6,218,310	822,217
1993	5,510,773	809,453
1994	4,128,569	795,903

The table reflects the number and amount of Property Tax Liens executed by the Tax Collector. Property Tax Liens are generally executed in August each year for taxes outstanding from the most recent levy. Once a lien is placed against a property, the owner has two years and a day to redeem the taxes owed. If not redeemed, the Tax Collector executes a deed to the city for the property.

The Tax Collector deeded five properties to the City for unpaid 1990 property taxes. The properties consisted of three residential structures (1 house, 2 mobile homes) and two parcels of land.

Fiscal Year	Liens Executed	Amount of Liens
1988	272	456,339
1989	451	888,202
1990	670	1,703,689
1991	944	2,942,304
1992	1,093	3,305,319
1993	1,051	2,946,864

Motor Vehicles

The total number of Motor Vehicle Permits increased for the year by 3.2%. Revenues from the permits, however, increased by 10.8%. This is reflective of an increase in the number of new car registrations.

Fiscal Year	# of Vehicle Permits	Amount
1988	24,155	1,636,378
1989	25,286	1,691,848
1990	24,188	1,641,653
1991	23,083	1,537,817
1992	22,988	1,482,406
1993	23,254	1,539,922

The Tax Office continued as a Municipal Agent for the State of New Hampshire and issued renewal stickers, providing "one stop shopping" for residents. Taking advantage of the service were 11,383 residents, up from 11,031 last year. This service not only provides a time saving convenience to the residents but also results in additional revenue to the City.

The reclamation fee is collected at the time of vehicle registration. This resulted in \$58,274 being transferred to the reclamation trust fund, versus \$56,501 the year before. The fund is used for recycling and disposal of vehicle waste and other recycling costs.

The City Council voted to eliminate the Residence Tax. This was a \$10 tax levied against residents between the ages of 18 and 65. The elimination of the tax made for faster and more efficient registration of motor vehicles by residents. This tax was always a source of irritation to customers and the elimination of the tax helped the office's relations with customers.

Water/Sewer Billing

Staff within the Tax Collection Division work in conjunction with meter readers of the Community Services Department to provide billing functions for the Water and Sewer utilities. Bills are sent to customers based on their water usage in 100 cubic foot units (HCF). The rates during FY94 were \$1.75 for Water and \$3.00 for Sewer per HCF. This breaks down to \$.006 (six tenths of one penny) per gallon

to both bring the water to a home or business and to take it away, treat it and place it back in the environment.

Customers whose usage is estimated to exceed 200 HCF are billed on a monthly basis. Customers using 200 or less are bill semi-annually. During FY94, 12,046 semi-annual, 7,224 monthly and 198 final bills were issued for a total of 19,468. It is anticipated that the semi-annual bills will change to quarterly billings, two of which would be estimated. This will add about 12,000 bills annually.

During FY92, the City Council placed a moratorium on service termination of customers with delinquent accounts. This two year moratorium was lifted during FY94. The City Council voted to install a payment extension plan for customers that were having difficulty making payments. The extension plan requires a 20% down payment and payment of the principal balance in equal installments over a twelve month period. Approximately 350 plans were entered into before the end of the fiscal year. There is a limit of one such extension in any three year period for a customer.

Other Information

The division conducted a study of the number of customers served by the office. The division had 276 average daily contacts over a three month period. This is made up of 173 external customers (residents making payments or registering vehicles), 20 internal customers or referrals (departmental staff making deposits and referral of external customers to other offices) and 83 phone contacts. Mail transactions were not included.

With the change in the City's main depository, additional services were available to the division. Although the City had used lock box services over the years, full electronic reporting was not in place. Lock Box processing of Property Tax and Water/Sewer payments was fully developed during the year. This included the revision to the billing formats, providing for a tear off remittance stub which contains an optical character recognition (OCR) scan line with account and billing information. Also included with the billing is a self addressed return envelop. The payments by customers go directly to the bank for deposit. The information is read from the payment stubs and the information returned to the City on electronic media for processing. The information is updated directly into the City's billing systems the day after payment is received by the bank. This eliminates time delays in posting of the information.

Billed Usage - 100 cubic feet

Bill Cycle	Water	Sewer
Oct 89 - Sept 90	882,610	757,369
Oct 90 - Sept 91	976,183	836,346
Oct 91 - Sept 92	908,573	782,558
Oct 92 - Sept 93	939,036	846,908
Oct 93 - Sept 94	929,014	834,889
3 Year Average	925,541	821,452

Note: 100 cubic feet = 748 Gallons

TAX ASSESSMENT DIVISION

Assessed Values

The final values as reported to the NH Department of Revenue Administration are reflected in the table as compared to the previous year. The Fiscal Year 1994 budget contained an appropriation of \$350,000 to cover anticipated abatements requests. Of this only \$170,337.53 was used.

Abatement requests filed decreased to 222 for FY94. This is down from 326 requests filed for the prior year.

Revaluation Update

The Assessing Division began the process of updating the FY92 revaluation at the end of December of 1993. This entailed the evaluation of all sales that occurred within the City of Dover beginning April 1, 1992 and ending April 1, 1994. In addition, Income and Expense forms were sent to commercial and industrial property owners to collect information for the income approach of these properties.

ASSESSED VALUE		
LAND:	FY 1993	FY 1994
Current Use	1,020,600	292,700
Residential	230,794,300	223,404,600
Commercial/Industrial	61,481,300	68,337,700
TOTAL LAND	293,296,200	292,035,000
BUILDINGS		
Residential	457,385,700	422,900,300
Manufactured Housing	7,933,200	7,624,900
Commercial/Industrial	154,321,600	180,869,200
Utilities	17,490,900	17,490,600
TOTAL BUILDINGS	637,131,400	628,885,000
TOTAL GROSS VALUE	930,427,600	920,920,000
EXEMPTIONS		
Blind	(360,000)	(810,000)
Elderly	(4,455,000)	(5,620,000)
Veteran Paraplegic	(308,100)	(400,000)
TOTAL EXEMPTIONS	(5,123,100)	(6,830,000)
NET TAXABLE VALUE	925,304,500	914,090,000

The Computer Assisted Mass Appraisal System or CAMA purchased during the FY92 revaluation will be utilized during the first revaluation update. This allows all property values to be updated to estimated market value by the division's three staff members within their current operating budget. This in house system saves the city hundreds of thousands of dollars related to hiring out the process.

TRUSTEES OF THE TRUST FUNDS

Trust Fund Activity

The vehicle reclamation fund spent \$38,347.94 for various recycling and waste disposal activities. \$58,274 was received from the General Fund for fees collected during the motor vehicle permitting process.

The Cemetery Perpetual Care Fund and the General Cemetery Maintenance Fund transferred \$30,000 and \$4,000, respectively, to the General Fund to pay for services related to care and upkeep of graves at the Pine Hill Cemetery, covered by the contracts. \$13,970.00 was received by the General Cemetery Maintenance Fund for new donation contracts. \$764.59 was expended from various other Cemetery Trusts.

The Dover Flora Trust spent \$2,342.47 on plants and trees in the downtown area.

The Parks and Recreation Trusts expended \$150.00 for swimming lessons.

The various Public Library Trusts expended \$6,870.77 on books, children programs and ground improvements. \$1,092.61 was received from George Galanes, the interest from investment to be used for the purchase of mystery books in memory of his late wife Dorothy.

The various Welfare Trusts expended \$2,535.15 on aid to persons seeking financial relief.

The various School Trusts expended \$1,093.70 on miscellaneous functions within the School Department.

Total expenditures and transfers from all Trust Funds for FY94 amounted to \$86,104.62.

Portfolio

Moneys left to the city in trust are held in common trust investments made or held by the Trustees of the Trust Funds. As of June 30, 1994 the total portfolio of investments held in common totaled \$1,093,670.41 on a cost basis on a cost basis. The market value of the portfolio was \$1,099,903.60, representing an unrealized net gain of \$6,233.19. For Fiscal Year 1994 the total return of these common trust investments was 3.8% or an annual return of 8.6% for a two year period. As of June 30, 1994, 67% of the portfolio was invested in various mutual funds with varying investment objectives, 16% in money market funds, 8% was invested in utility bonds and 9% was invested in a US Treasury Note.

In addition to the common investments, the Trustees held the capital reserve funds for the Water and Sewer Funds of the City. The funds are for use in replacing assets of the respective funds for items identified by the City Council within the six year Capital Improvement Program. As of June 30, 1994, the balances of the two reserves were \$109,656.19 and \$464,490.12 respectively. These funds were kept in deposits at the N.H. Public Deposit Investment Pool during the year returning 3.5%.

CITY OF DOVER

FIRE & RESCUE



INCORPORATED 1855
TOWN SETTLED 1623
N.H.



An aerial, black and white photograph of the city of Dover, Delaware. The image shows a dense urban landscape with various buildings, including a prominent church with a tall steeple in the upper right. The city is surrounded by trees and greenery. The text is overlaid on this image.

CITY OF DOVER FIRE & RESCUE SERVICE

MISSION STATEMENT

**To provide the community with
information, education, services and representation
to enhance their ability to survive from the
devastation of fire, environmental,
natural and manmade emergencies.**

THE PEOPLE WE PROTECT

They are spread over 28.3 square miles in the shadow of the Seacoast Area. They live in 11,768 housing units, with the assessed value of residential occupancies topping 550 million dollars. They attend 6 public schools as well as private schools. They fill office buildings and other businesses on more than 1270 acres of city land zoned for commercial and industrial use. They give birth to nearly 800 infants each year. With a median age of nearly 32 years old, they drive 23,254 cars over more than 136 miles of roadway. They shop in more than 568,000 square feet of retail store floor space.

They relax on 320 acres of park land. They are 26,000 strong and expect protection of nearly one billion dollars worth of property.

They are the people we protect!

CITY OF DOVER FIRE & RESCUE

Municipal Building • 288 Central Avenue
Dover, New Hampshire 03820-4169

It is a genuine privilege to present to the citizens of Dover the 1994 Annual Report of the activities and accomplishments of the City of Dover Fire & Rescue Service and Emergency Management Office. Each year as I review our activities in preparation for completing our Annual Report, I am amazed at how fast time passes and how much is accomplished each year and 1994 was no exception.

We are providing the finest possible fire and rescue services for our customers and we have been diligently working to actually increase and improve that level of service. Notably are the increased efforts in public education and the Paramedic level services now being provided. These were accomplished despite an 11% increase in calls for service. Often times creative management and alternative funding sources were used to accomplish our goals.

These achievements were due entirely to the tremendous dedication and talent of the men and women of the Dover Fire & Rescue Service. It is this kind of professionalism that keeps our department one of the finest in the nation. To those dedicated members, goes my sincerest appreciation.

In closing, we are proud to have provided the best possible fire and rescue services to the citizens of Dover, its visitors and to those people that work here as well.

Respectfully submitted,

David F. Bibber

David F. Bibber, Chief
City of Dover Fire & Rescue

BUREAU OF FIRE PREVENTION

The Bureau of Fire Prevention has the responsibility for reduction of death, injuries and property loss caused by fire. This is accomplished through the enforcement of state and local fire codes. It is further enhanced by the diligent review of building plans during construction and/or renovations, before and after the construction phase. Permits issued by the department are also overseen by the Bureau of Fire Prevention. Public Fire Safety and Burn Prevention Education is also handled within Fire Prevention. The Bureau also oversees the investigation of all fires.

The Bureau of Fire Prevention is staffed by the Assistant Chief of Fire Prevention, a Lieutenant and a Clerk Typist.

The beginning of the fiscal year started out with much uncertainty. As a result of the desire to consolidate services within the city, the Bureau of Fire Prevention was slated to be consolidated with the Building Inspector's Office. Considerable time, energy and resources were spent investigating the feasibility of the consolidation. After a careful review, as well as implementing recommendations from the Cost Containment Study contracted by the city, it was determined that a consolidation of the Bureau of Fire Prevention and the Building Inspector's Office was not advantageous.

As a result of the decision to keep fire inspection services within the Bureau, the re-implementation of the on-site, building inspection program for existing buildings was initiated. Because there had been only a limited amount of inspections performed by suppression personnel over the past two years, all suppression personnel were re-trained in inspection procedures. In addition, each employee conducting inspections has been given training in customer relations. It was the goal of the training program to educate the employees in fire inspection techniques while at the same time addressing issues that may have been cause for citizen complaints in the past.


SHIFT ASSISTANCE

Fire suppression personnel play a major role in the relatively consistent, low fire loss statistic enjoyed by the City of Dover. In addition to their superior fire suppression record, these employees assist the Bureau of Fire Prevention in many Bureau activities. In addition to completing fire and life safety inspections of commercial and residential occupancies, shift personnel conduct many wood stove inspections, install smoke detectors as part of the smoke detector give-away program, conduct home safety inspections and participate in the department's fire safety education for the public.



FIRE PREVENTION ACTIVITIES

The day-to-day fire prevention activities can be found in the chart below.



FIRE PREVENTION ACTIVITIES	
Building Inspections	71
Shift Building Inspections	104
Knox Box Inspections	102
Certificate of Occupancy	86
Sprinkler Flow Tests	9
Oil Burner Inspections	13
Chimney Inspections	10
Wood Stove Inspections	12
Walk-through Inspections	90
Permits of Assembly	8
Fire Alarm Tests	13
Foster Home Inspections	21
Day Care Inspections	8
Fire Drills	4
TOTAL ACTIVITIES	551

FIRE SAFE BUILDINGS

Fire Prevention personnel worked with a number of businesses and organizations in the community to assist them in providing a fire safe environment in which to do business. Included were Franklin Electroplating, Highridge Apartments, The New Meadows, Dover School System, One Washington Center, Wentworth-Douglass Hospital, The Shoe Doctor, D.F. Richard, Cramer Fabrics, Pacific Mills and others.

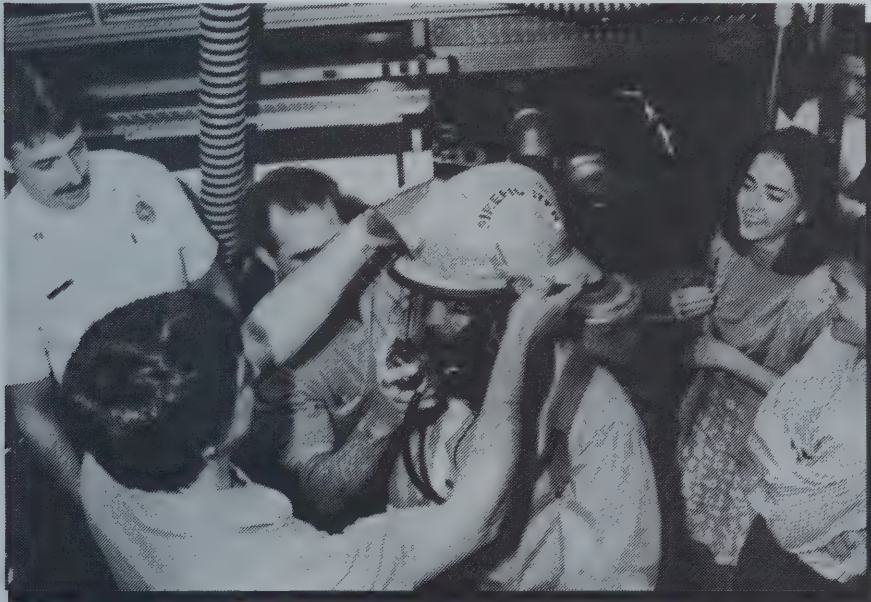
FIREWORKS SAFETY

Each year, the subject of fireworks safety and the legality of fireworks comes up. The Bureau of Fire Prevention worked with WTSN and Foster's Daily Democrat to publicize fireworks safety as well as provided warnings regarding illegal use of restricted fireworks. As a result of the media campaign, Fire Prevention personnel, with assistance from suppression personnel, disposed of a dangerous amount of illegal fireworks given to the department by concerned citizens.

CARBON MONOXIDE TESTING

As a result of the harsh winter experienced during this fiscal year, home heating appliances were put to the test. Consequently, the concern for carbon monoxide (CO) poisoning increased as the winter progressed. Concerned citizens called the department for assistance in determining CO levels in their homes. A newly acquired hazardous gas meter was used to monitor homes for the deadly gas. Individuals who use fossil fuel to heat their home should have their heating appliance and chimney inspected and cleaned each year.

STATION TOURS



Tours of the fire station by Day Care Centers, Girl Scouts, Boy Scouts and other groups have grown in popularity to the point where tours run concurrently for nearly two straight weeks in October, and steadily throughout the rest of the year. The main reason for the popularity is that visitors receive more than a tour of the station. Visitors are taught about fire and burn prevention measures. This year's theme for teaching young ones was "911" and how to use it. Of course, all young ones receive a plastic red fire hat, donated by local businesses and a Junior Fire Marshal badge after having a tour of the station.

EQUIPMENT EVALUATION

Bureau personnel, in cooperation with a local business, conducted carbon monoxide testing for a newly developed unvented gas fireplace insert. The testing was done to determine local acceptance of the units. The Office of the State Fire Marshal is expected to approve the use of these units and a permitting process is to be developed, similar to the unvented kerosene permits.

ACCEPTANCE TESTING

In recent times, a number of devastating fires have occurred across the United States as a result of using extremely flammable decorations. Often times the organization or group using the decorations had no idea of the flammability of the decorations. The Bureau of Fire Prevention worked with the Dover High School Prom Committee, the Dover Recreation Department's Halloween Event and the McIntosh College Haunted House to ensure fire safe decorations were used. This assistance included doing actual field flammability tests in accordance with the National Fire Protection Association Standards.

SHIFT COVERAGE

Bureau personnel continue to provide coverage for vacancies when suppression personnel are out. Usually, one day a week is spent covering shift vacancies by each of the two Bureau members. Often times, shift activities and Bureau activities are combined for the day to meet priorities.

TOLEND LANDFILL INQUIRY

The Bureau of Fire Prevention, along with assistance from suppression personnel, completed a day-by-day search of department Activities Log Books dating back from the late 1950's through the early 1980's. The purpose of this search was to compile a report to assist the city's legal council regarding the Tolend Landfill litigation. Over twenty years of activities were manually reviewed to tally all calls for service to the hazardous waste site.

LANDLORD/TENANT DISPUTES

The Bureau of Fire Prevention continues to handle a number of landlord/tenant disputes each year. Often times a landlord will turn to the Fire Prevention Office for assistance in having an unsafe tenant evicted or to oversee the correction of fire safety hazards within a rental unit because the landlord refuses to act. With an increase in occurrences of foreclosures and non-payment of rent in the past few years, it is becoming more commonplace for Fire Prevention personnel to be called into these situations.

SEASONAL BURN PERMITS

The Seasonal Burn Permit Program, a program developed by this department two years ago as a pilot program, is still a popular program. The program allows for residents to obtain a burning permit for a period of 30 days. To activate the permit, all residents need to contact the Dispatch Center. As long as burning is being permitted at that time, the resident can burn. This program frees residents of the requirement of driving to the fire station to obtain a permit every time they want to burn.

COST REIMBURSEMENTS

A few years ago, the State of New Hampshire passed a law, RSA 151-B:19, which gives government agencies the authority to be reimbursed for services rendered for incidents where the responsible party was negligent. The reimbursement is paid for by the responsible party. This department, working with the Police Department, has made every attempt to recoup allowable expenses for such incidents. Such incidents have included DWI's, a rescue from the steelwork of the General Sullivan Bridge, the Park Street fire, the AlGore Shoe fire in Rochester, the chlorine incident in Somersworth and other like responses.

SMOKE DETECTOR GIVE-AWAY

The smoke detector give-away program has been successful and has resulted in hundreds of battery powered smoke detectors being installed in residents homes, free of charge. Any resident that does not have at least one smoke detector on each level of their home is encouraged to call the Bureau of Fire Prevention at 743-6152. Provisions can then be made to have smoke detectors installed.



JUVENILE FIRESETTERS

As long as children have access to matches and lighters, there will be a problem with child fire play. Some children play with fire due to curiosity. Others because there are deeper problems that need to be identified. Each case handled by our division is dealt with first with an interview, then education, and if necessary, coordination with someone in the mental health field.

SMOKE DETECTOR LAW

State of NH RSA 153:10 deals with the installation of electric smoke detectors in rental residential dwellings. The division notified 18 rental property owners during the year and asked their assistance with bringing their buildings up to code with the state law.

FIRE INVESTIGATIONS

The Bureau of Fire Prevention is charged with ensuring all fires within the city are investigated for cause and origin. Incendiary fires, those fires which are set, made up the highest fire loss in terms of dollars lost this fiscal year. Nearly 63% of the total fire loss for Dover was attributed to set fires. This was due mostly to the Park Street conflagration. In handling incendiary fires, the Bureau works closely with the Dover Police Department. Once again, careless abandonment of smoking materials caused the loss of life for a Mt. Vernon Street resident. In the past six years, six of the eight fire fatalities have been attributed to careless disposal of cigarettes. Children playing with matches or lighters consisted of only 4% of the number of fires, indicating the public fire education program aimed at our youth is working.



PUBLIC FIRE EDUCATION

The Fire Prevention Lieutenant serves as the department's public education officer. His duties are to incorporate fire safety education into all segments of our city's population. Some focal groups include elementary school students and senior citizens. He also serves in the capacity of Public Information Officer.

LIFE ALERT PROGRAM

With the diversity of our responsibilities comes the need to extend our focus for public education. In an effort to provide more efficient and productive pre-hospital medical care, members of our department developed a "Life Alert Card." These cards, developed primarily for assistance with our senior population, allow residents to list essential medical history and post it so that our personnel can have it readily available at the time of an emergency. Over 1,000 cards have been distributed by phone request or through presentations at the following locations:

* Farmwood Village Mobile Home Park	66 residents
* Waldron Towers	27 residents
* Retired Ladies of General Electric	32 total
* Dover Kiwanis Club	15 residents
* Dover Senior Center	40 total

The success of this program can be gauged by the calls received from communities across the country. Calls have been received from communities wishing to mirror our program.

COMMUNITY CPR TRAINING

The Dover Fire & Rescue Service has been continuing its community CPR Program. Due to the success of the program, the department plans to offer more classes to the public. Statistics show that an active community CPR program can result in increased lifesavings for that community. This past year 63 citizens were trained in CPR. Also a CPR instructor's course was conducted by our instructor trainers.



CORPORATE FIRE SAFETY



As local businesses look to create a safe work environment for their employees, they realize the value of employee safety education. Fire extinguisher training, which includes lecture, video and "hands on" use was presented to:

* Moore Business Forms	14
* Bio-Pure	19
* St. Ann Home Staff	40
* Ura-Seal	24
* Liberty Mutual	32
* Langdon Place	37
* Dover Junior High Seventh Graders	246

FIRE POWER

Utilizing the work place as a medium to present additional fire safety education, the NFPA video "Fire Power" was used to educate adults about the series of events that complicate escape from a fire building. Recipients of the presentation were employees from Squamscott Home Health Care, Continental Cablevision, as well as participants in the HUB Family Support Center and residents and staff of the Dover Group Home.

FIRE SAFETY EDUCATION IN SCHOOLS

One of the highest risk categories of fire deaths and injuries is young children. Bearing this in mind, first graders became the focus of our efforts. All students, from Horne Street, Woodman Park, St. Mary's and Garrison Schools, received an in-class program that included a worksheet on match and lighter safety, a demonstration of firefighting equipment, and a chance to "drive" a real fire engine. In addition, these as well as all second graders from each school were taught how to properly evacuate their homes through practice in the department's S.A.F.E. Trailer.

Other groups who received fire safety training using the S.A.F.E. Trailer were:

* Dover Head Start	18
* Somersworth Head Start	15
* Hampstead Elementary School	400
* Bear Brook State Park Field Day	120
* Metropolitan Life Safety Day	35
* Apple Harvest Day	75

It should be noted that all organizations, with the exception of Dover organizations, who use the S.A.F.E. Trailer pay for all associated expenses in using the trailer.



HEALTH CARE FACILITY FIRE SAFETY

At the time of a fire emergency, health care facilities run the risk of injury or death due to the inability of the patients to evacuate on their own. Proper staff training regarding evacuation procedures is essential for the management of an incident. A program entitled "Fire Safety In Health Care Facilities" was presented to 44 staff members at St. Ann's Home and 260 staff members at Riverside Rest Home.

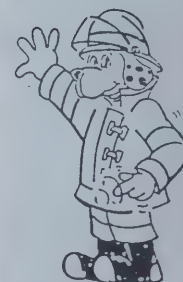
UNITED WAY CAMPAIGN



As a participating agency with the Greater Seacoast United Way, the Public Education Officer coordinated the fund raising efforts within the city for the second year. The generous response from city employees was overwhelming. There was an increase in participation as well as total donations. As a result, Dover city employees were presented with a "Bronze Award" certificate from the United Way.

PRESCHOOL EDUCATION

The Learn Not To Burn Preschool Program is a practical pilot-tested and evaluated program to teach firesafety awareness and skills to children aged 3-5 in a child care center. This program has been distributed to many of the city's day cares, nursery schools, and kindergartens. Included with the teacher's workbook is a song lesson plan with an accompanying cassette of original fire safety songs by folksinger and songwriter Jim Post. Additional learning/play activities reinforce the lesson plans.



BABYSITTING CLASSES AT WDH

Wentworth-Douglass Hospital provides babysitting classes for area adolescents who are interested in learning safe procedures for attending to children in their care. Our department is invited in as part of the full day curriculum. The opportunity for fire education to the students is two-fold. First, the students learn to be responsible for themselves and others at the time of a fire emergency. Secondly, the information that they gain is transferred to their families and the families they will "work" for.

FREE VIDEO RENTAL

Using videos provided by the NH Division of Fire Safety, our department distributed the family fire safety video entitled "Plan To Get Out Alive" to Prime Time Video, Express Video, and Theatre Video stores. With their generous cooperation, customers were able to "rent" the video free of charge when accompanied with another movie. The program has been very well received and will continue to be made available.

STRAFFORD COUNTY FAMILY VIOLENCE COUNCIL

The Public Education Officer serves as a member and Chairman of the Public Education Committee for the coalition. In addition to monthly meetings, the committee has published a protocol book and continues to address the overall community needs and intervention to this social epidemic.

LEARN NOT TO BURN

A generous donation by the Dover Rotary Club enabled our department to purchase the National Fire Protection Association program entitled "Learn Not To Burn." Used in more than 50,000 classrooms across the country, the curriculum integrates fire safety behaviors into regular school subjects. Over the past decade, the curriculum has been credited with saving hundreds of lives by showing students how to prevent, recognize and survive fire. At each level, Learn Not to Burn materials help develop appropriate skills in reading, math, art, history and science.

To introduce this curriculum, our department hosted an introductory seminar at Dover High School for all Dover elementary school teachers. The workshop featured NFPA Representative and Curriculum Coordinator Gerry DeMillo. Over 75 teachers attended the two hour workshop in preparation for instituting the program in schools this fall.

OTHER ASSORTED PRESENTATIONS

- * Station Tour, 20 Japanese students with chaperones
- * Strafford County Courthouse Evacuation Drill
- * United Way Campaign
- * Babysitting Classes at WDH
- * Bus Driver Safety information
- * Student Government Day
- * Assisted with WDH ED program entitled "Let's Not Meet By Accident."



CHILDREN'S FIRE SAFETY FESTIVAL

Our department created a unique educational experience by hosting a Children's Fire Safety Festival. This event was held at the Dover Arena and featured exhibitors including Dover Fire & Rescue, Dover Police Department, Dover Parks & Recreation, Public Service of NH, New Hampshire State Police, New Hampshire Forest & Lands, Major Waldron Sportsman Association, Marine Patrol, and Wentworth-Douglass Hospital.

In two school days, approximately 2100 Dover elementary students were transported to the Arena by bus from their respective schools. Once there, they were free to view and involve themselves with displays and exhibitors. Before departure, each student received a bag full of educational literature, including pencils and rulers. In addition, over 700 festival t-shirts were distributed to the students through a raffle.

On Saturday, the third day of the tenees were entertained by the musongwriter. Also on hand were Bear, who was celebrating his 50th cluded free cake for all.

For the benefit of our senior downtown housing complexes, ously donated the use of their to the festival.

The event would not have operation of the Dover School De- and the generosity of the follow- ver Bowl; Durell Paving; Weeks Res- Robbins Auto Parts; Dover Motor Mart; Harris; Dover Mills Partnership; Dr. David Dr. Paul C. Young; Public Service Co. of NH; nies; Dr. David Flavin; Shaheen, Cappiello, Stein & Gordon; Shaw's; Seacoast Cardiology Associates; Orthopaedic & Trauma Specialists; Salmon Falls Family Physicians; GFS Manufacturing; D.M. Burns Security; Surgical As- sociates; Burns, Bryant, Hinchey, Cox & Schulte P.A.; Wentworth-Douglass Hospital; Wyskiel, Boc & Reid P.A.; Hillhaven; Northern Utilities; Paul W. Butler; Sign Effects; Royal Tees and Co-ed Sportswear.



event which was open to the public, at- sic of Bruce May, a local folksinger/ Sparky the Fire Dog and Smokey birthday. The celebration in-

population that resides in the Dover Mills Partnership gener- "trolley" bus for transportation

been a success if not for the co- partment, the Arena Department ing: Dover Teacher's Union; Do- taurant; Dr. Owen MacCausland; Langdon Place of Dover; Heidelberg Cooper; Thoracic & Vascular Associates; Happy Helpers Pre-School; Spinelli Compa-

HYPOTHERMIA TRAINING

Members of the department presented a program of first aid treatment associated with winter emergen- cies, as well as hypothermia dangers to several girl scout troops in cooperation with the Birthday Celebration of the Girl Scouts. The program was delivered at the Happy Helpers School. There were approximately 75 recipients of the program, including parents and staff.

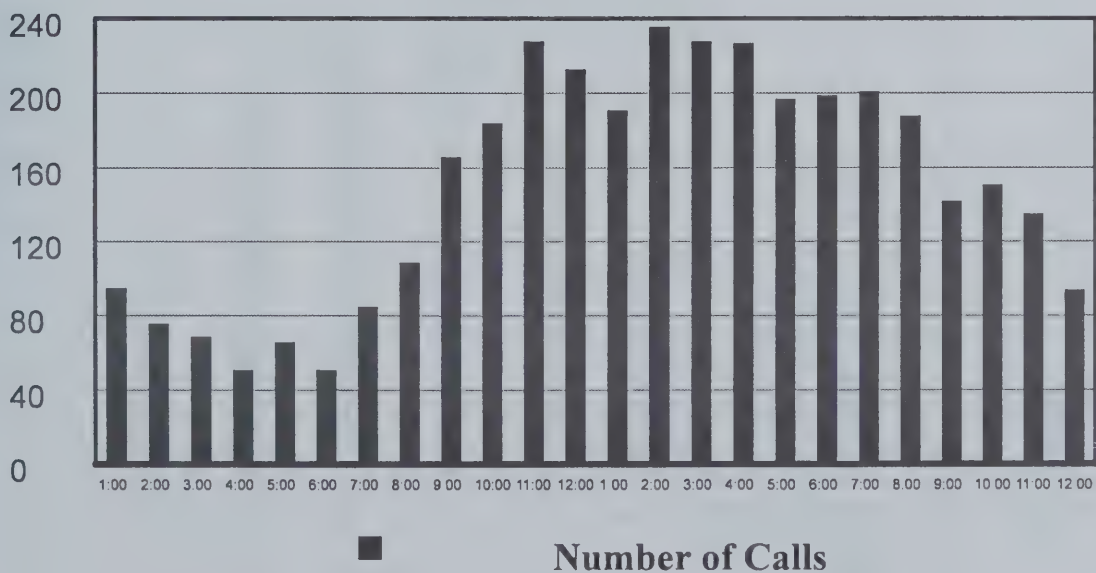
"A DAY IN THE LIFE OF A DOVER FIREFIGHTER"

The department maintains city wide coverage of fire and medical emergencies on a daily basis by utilizing four "shifts" of personnel. These shifts, A,B,C, & D work a schedule of two 10 hour day shifts (8 a.m. to 6 p.m.) followed by two 14 hour night shifts (6 p.m. to 8 a.m.). With one shift following the other, the schedule allows protection of our municipality 24 hours per day, 365 days per year.

The following is a sample of "A Day In The Life Of A Dover Firefighter." It provides the reader with some insight into the events that unfold in a 24-hour period. It should be noted that the department averages 10 calls each day.

TIME	ACTIVITY
0730 hrs	On duty shift finishes station housekeeping and vehicle cleaning in preparation of being relieved by the oncoming shift.
0745 hrs	Oncoming shift begins to arrive. As firefighters relieve each other of duty, they update each other as to the type of calls they responded to and equipment and vehicle status.
0800 hrs	After being briefed on the day's activities and the assignments are set, firefighters begin to complete the inspection of all apparatus and equipment. This check is completed at the beginning of every shift, twice each day.
0900 hrs	During the morning coffee break, firefighters conduct "street drills" to stay sharp on street locations within the city.
0915 hrs	Firefighters change into their physical training clothes to complete a 45-minute to an hour long physical training program.
0950 hrs	Firefighters respond to the Junior High School for a fire alarm activation. It turns out to be a false alarm.

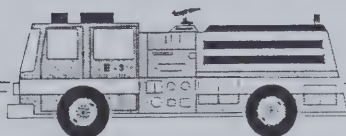
CALLS BY TIME OF DAY



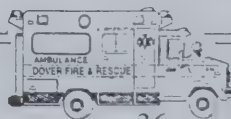
SUPPRESSION

The suppression force, which is probably the most visible component of the Dover Fire & Rescue Service, is charged with the responsibility of protecting the lives and property of the citizens of Dover from the devastation of fire through fire suppression, fire prevention activities and public assistance calls. Suppression personnel also are charged with reducing the incidence of death and disability by providing prompt, effective and quality pre-hospital emergency medical treatment and transportation of victims of illness or injuries to the hospital. Each of the four shifts is comprised of a Shift Commander, Shift Lieutenant, 3 Engineers and 4 Firefighters. They operate out of two fire stations. Individuals also carry certification titles ranging from Emergency Medical Technician to Paramedic.

During Fiscal Year 1994, the City of Dover Fire & Rescue Service responded to 3582 calls for service. This represents an 11% increase in calls for service. Tragically, there was one fire fatality. The slow smoldering fire claimed the life of an elderly Dover resident. Also significant during this period was a 10% increase in rescue calls. The following is an incident analysis compiled using the department's automated National Fire Incident Report System:



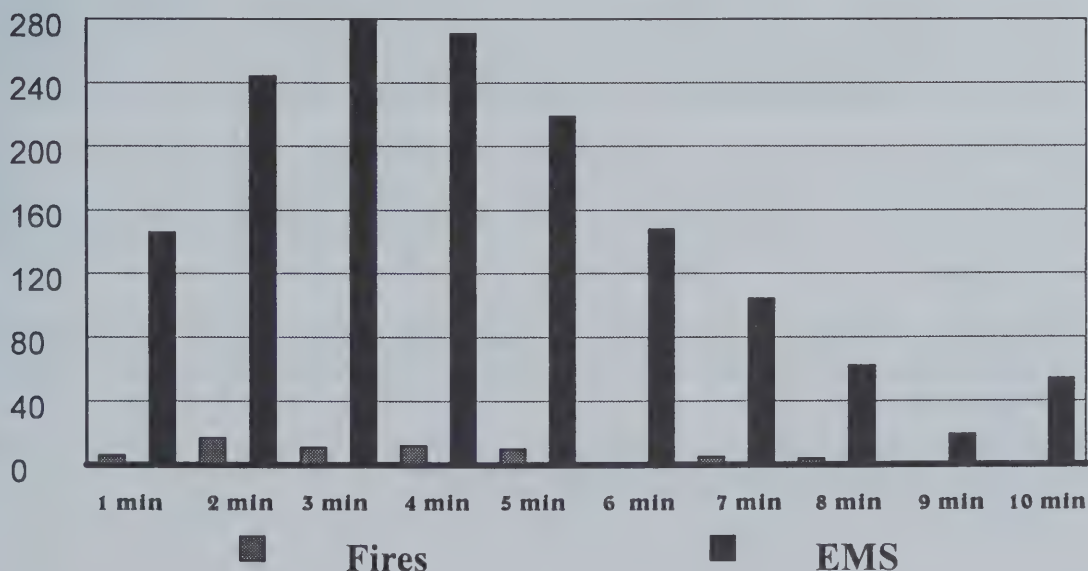
Type	Number
Fires:	136
Buildings:	67
Automobile:	28
Other:	41
Overpressures/Ruptures:	8
Emergency Medical Responses:	1595
Ambulance:	1577
Other Rescue:	18
Hazardous Conditions:	198
Service Calls:	1006
Investigation Responses:	233
False Calls (medical and fire):	400
Malicious:	21
System Malfunction:	225
Unintentional:	154
Other:	6
Total Calls for FY	3582



- 1840 hrs No formal physical fitness training needed tonight! Both stations have met at a house on Whittier Street. The house is scheduled to be burned down to make room for another Housing Authority Project. Firefighters practice their skills in search and rescue techniques, fire stream practices, laying out and advancing hose, overhaul, ventilation and more. The opportunity to do extensive "hands-on" training in this fashion only presents itself about once a year so the firefighters use this time to their advantage.
- 2230 hrs Crews have returned to their stations and completed the cleaning and servicing of the hose, tools and equipment used at the Whittier Street house and are starting their evening cleaning assignments.
- 2300 hrs Two firefighters have decided to catch-up on the day's news and watch the late night news while two others exchange ideas about the new information they learned at their Paramedic course the week before. The Officer-In-Charge is in his office completing the day's paperwork.
- 2300 hrs With the night's scheduled activities completed, firefighters make their beds for the evening. Some may choose to lie down, some may choose to read or watch TV.
- 0008 hrs Tones activate and the Dispatcher reports a possible structure fire at a Stark Avenue home. Responding crews slide down the pole and respond to the incident, taking just 3 minutes to get there. Upon arrival, the Officer reports fire and smoke from the rear second story. He tells Dispatch to "Strike A Box." This will activate a call-back of off-duty firefighters to assist in this incident and also provide coverage for the rest of the city for the duration of this incident. Firefighters take little time establishing that the home is vacant and concentrate on extinguishing the fire. Overhaul, the process of ensuring the fire has not spread through the structure, is extensive due to the old balloon type construction. Arriving fire investigators, working with the firefighters, determine the fire to be arson so the overhaul process is slowed down because of the need for evidence collection.

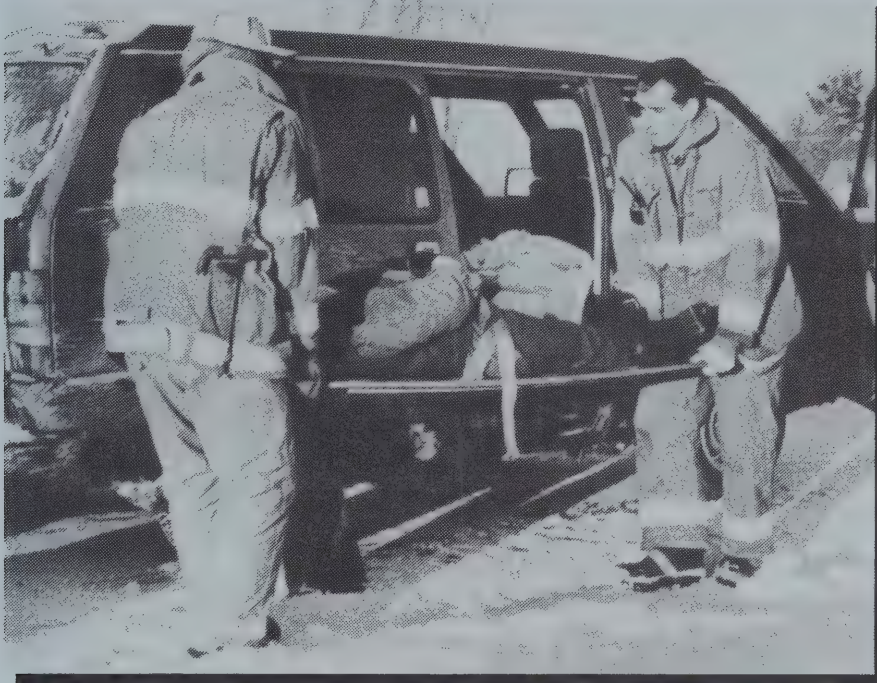
Response Times Within Dover

Fires vs. EMS



- 1014 hrs The Ambulance crew is dispatched to Whittier Street for a stranded motorist who locked his keys in his car. Firefighters use a "Slim Jim" to open the door. They're back just in time to start the tour.
- 1030 hrs Thirty children from a local kindergarten class eagerly arrive at the station for a tour and a fire prevention message. In addition to viewing the pumper, truck, ambulance and fire station, children are taught how to use "911." Each child leaving the station receives a plastic fire hat and a firefighter sticker badge.
- 1115 hrs Daily housecleaning and vehicle preventive maintenance begins. On this day, the shift is assigned the task of waxing the entire ladder truck.
- 1131 hrs The Engine and Ambulance are dispatched to a motor vehicle accident on the Miracle Mile. The driver of one vehicle required care and transport to the hospital.
- 1200 hrs Although lunch is scheduled at this time, rarely is this the time firefighters get to eat. Often times they are called out... just like on T.V.
- 1300 hrs The Training Officer is scheduled to continue the "Silent War" training program. The infectious disease prevention program is presented to teach firefighters precautions for avoiding contracting the many diseases they are exposed to as emergency medical care providers.
- 1404 hrs Training is interrupted for a call for medical aid. The Ambulance crew is dispatched to a Reyners Brook residence for a woman going into diabetic shock. After providing emergency medical care, the crew "packages" the patient for transport to the hospital.
- 1413 hrs The second Ambulance, now at Central Station for the training class, is dispatched to a Union Street residence for a man who had fallen. Training is rescheduled for another day. Rescue crews find the elderly man in his bathroom, experiencing significant pain to his hip. After providing emergency medical care, the patient is then carefully packaged and transported to the hospital. X-rays indicate a broken hip.
- 1500 hrs The Engine crew is off to conduct fire prevention inspections of two local businesses. The inspection is being conducted to assist the business owners in providing a fire safe environment for the employees and customers.
- In the meantime, the Ambulance crew is off to install free smoke detectors in the home of an Dover resident. While there, the firefighters help the man in filling out his "Life Alert" card, to be placed on his refrigerator. The information on the card can be used by responding EMT's in the event an emergency medical response becomes necessary.
- 1700 hrs Inevitably, the "five o'clock accident" comes. Statistically, this is the most common time of day for a motor vehicle accident and this accident will add to the statistic. A two car accident is reported on Upper Washington Street. Fortunately, no one was injured but because the gas tank was leaking, crews remained on-scene to patch the leak and ensure the safe towing of the vehicle.
- 1745 hrs Although the Engine and Ambulance units are still tied up on the motor vehicle accident, the night crew begins to arrive. Once again, vehicles, tools and equipment are checked out to ensure reliability.
- 1810 hrs The day crew has returned and completed the necessary reports and goes home while the night crew continues the nightly checkout routine.

- 0312 hrs Crews are placed back in-service and all off-duty people are released. Crews return to their stations to reload hose, service their equipment and wash the vehicles.
- 0400 hrs Crews turn in for the night.
- 0615 hrs The Rescue crew is sent to Central Towers, an elderly housing apartment highrise, for a "residential lockout;" a woman locked herself out of her apartment.
- 0630 hrs Rescue crew is back in quarters making coffee for the rest of the shift.
- 0700 hrs All firefighters are up and starting the morning routine. After a quick cup of coffee, firefighters change.
- 0745 hrs The oncoming shift begins to arrive... it starts all over again.





Each shift encounters hundreds of situations each year. Some are life and death emergencies while others are simply helpful dealings with our customers, the citizens and visitors of Dover. Each shift was asked about their most memorable incident this past year. The following is submitted:

"A" SHIFT DELIVERS A BABY

On February 18, 1994, at 0650 hours, Rescue 1 was dispatched to a Cushing street residence for a woman in labor. After arriving on scene, Firefighter/Paramedic John Cunningham and Firefighter/EMT-Intermediate Chris Dewolf found a woman in active labor, on the living room floor. After a brief examination, the crew on Rescue 1 felt that delivery was imminent. As equipment was being set up, Dover Engine 3 was requested to the scene for assistance. Shortly after Engine 3's arrival with Deputy Chief/EMT Raymond Talon, Firefighter/EMT Jody Provencher and Firefighter/EMT-Intermediate Jeffrey Liporto, a healthy 6 lb., 12 oz. baby boy was delivered without complications. The baby's airway was suctioned and cleared as he spontaneously cried. After the umbilical cord was cut and clamped, he was wrapped in several blankets for warmth. The time of birth was then recorded as were his vital signs. Mom was also attended to with oxygen, intravenous therapy and psychological first aid. Both mom and newborn son were prepared and then transported to Wentworth-Douglass Hospital, where care was then continued by nursing staff in the labor and delivery rooms. Dover Fire & Rescue Service is happy to report that both mom and Adrian Michael are doing well and have frequently visited the firehouse with continued updates.

"B" SHIFT BATTLES A CONFLAGRATION

At 1842 hours on February 27, 1994, Engine 3 and Truck 1 responded to a Three Rivers Farm Road residence for a chimney fire. Upon arrival it was confirmed that both pieces of fire apparatus were going to be committed because of the possibility of the chimney fire extending into the walls of this older type farm house. The temperature at this time was about 15 degrees above 0, with winds of 20-30 MPH.

While this incident was in progress, Engine 4 was dispatched to a Rogers Street residence for a broken water pipe, leaving only Rescue 1 with two firefighters available.

At 1910 hours the Dispatch Center received a phone call for a fire in the vicinity of 650 Central Avenue. Because Engine 3 and Truck 1 were committed to the chimney fire, only Engine 4 and Rescue 1 could respond.

In a short period of time, the Dispatcher received numerous calls indicating the location of the fire as Park Street, near the corner of Ham Street. After confirming a working fire, Engine 3 requested a Somersworth Engine Company be dispatched directly to the scene of the fire.

Rescue 1 was the first to arrive on scene and encountered a 2 1/2 story wood frame building involved in flames with fire spreading to nearby homes.

Engine 4 arrived and connected to the hydrant on Park Street and proceeded to put its large caliber deck gun into operation. While this was taking place, the two firefighters from Rescue 1 advanced a 2 1/2" hand line and played water on an exposure building beginning to ignite from the heat. The high winds caused the fire to spread rapidly. Recognizing this, Engine 4's Officer requested a recall of off-duty firefighters.

Engine 3 and Truck 1 had completed the extinguishment of the previous chimney fire and responded to the Park Street fire. Truck 1 arrived first and Engine 3 arrived a short time after. Somersworth Engine 4 had also arrived and began fighting another exposure building fire. Soon thereafter Engines and Ladder Trucks from throughout the Seacoast arrived to help combat the fire. In all, about 15 different agencies worked together to extinguish the fire or to provide support services. The fire was declared under control about 2200 hours and all the fire apparatus had cleared the scene by 0700 hours on Monday morning.

The fire, which resulted in the arrest of two men on the charge of arson, destroyed or damaged seven buildings and a number of cars. It caused nearly 1/2 million dollars in property damage and cost communities \$20,000 to extinguish. Thankfully, however, there were no injuries or deaths.

"C" SHIFT PROVIDES UNUSUAL ASSISTANCE

As apparatus was being released from an alarm activation at St. Mary's Academy, Engine 5 was dispatched to a Governor Sawyer Lane residence for a public assistance call. When they arrived at the address on that April morning, they had no idea what the next 1 and 1/2 hours would entail.

The home owner met them at the end of his driveway looking rather perplexed and not quite sure how he was going to solve the dilemma he had created for himself. He told the firefighters how he was in the process of felling a large oak tree in his backyard when something went awry.

After looking at the tree, which was located only 25 feet from the rear of the house, it was very apparent that the 60 plus foot oak tree decided to take a different route than was planned. The only thing keeping the tree from toppling onto the two story house was a thin piece of rope that had been thoughtfully tied around the tree's trunk and lashed to another.

Truck 1 was requested to the scene with a special call for several pieces of equipment from Squad 14. Once the aerial tower was placed into position, firefighters attempted to throw a rope into and through the top-most branches of the tree. The objective was to get a substantial rope tied off in the upper portion of the tree. Once established, the rope could be pulled in the opposite direction and hopefully fell the tree away from the house.

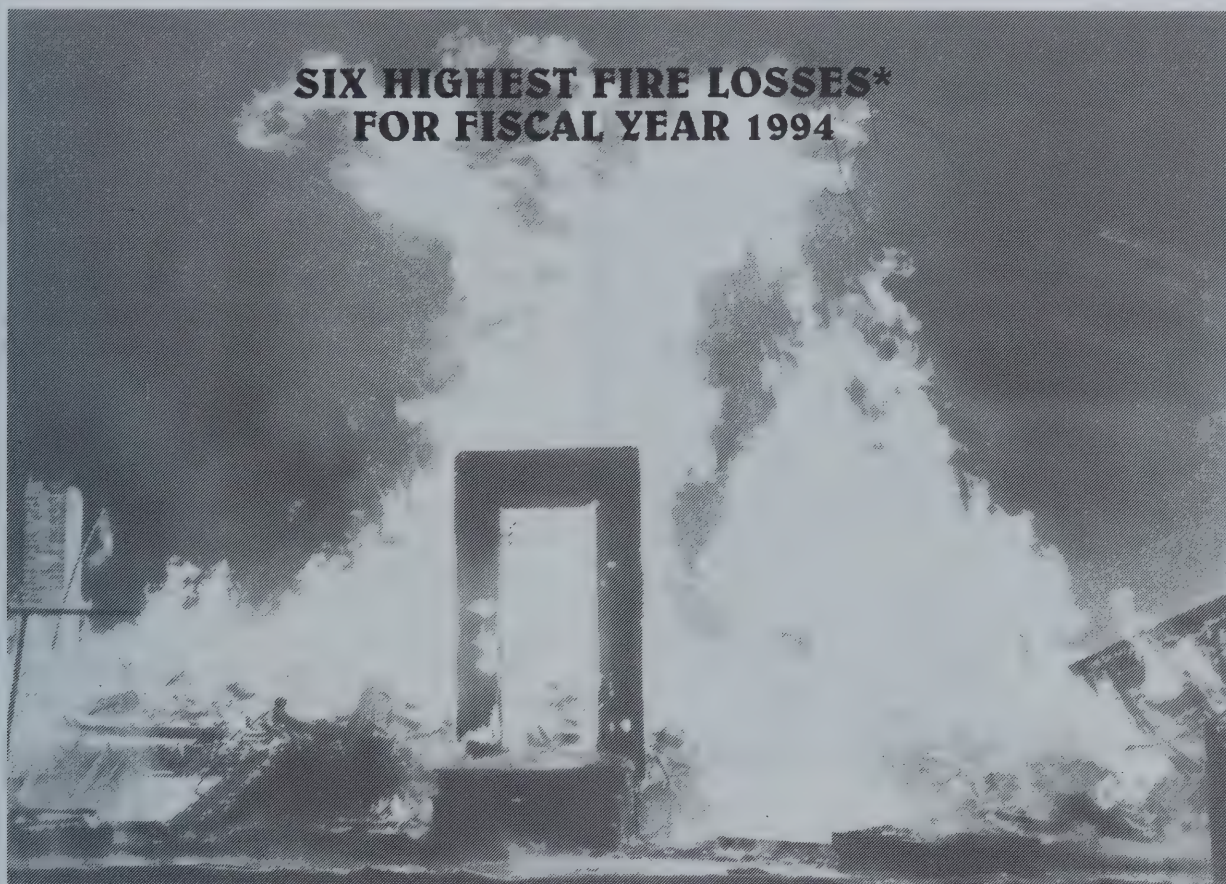
Initial attempts of manually tossing the rope proved futile. The next trick to be considered involved the department's "rope gun." This device resembles a rifle that can shoot a projectile several hundred feet to which a thin piece of nylon line is attached. After several tries, the rope gun was eventually successful. A larger nylon rope was then strung through the tree, a slip knot was tied and the rope pulled taut. The rope's free end was tied off to a tree in what is called a "poor man's come along." As firefighters pulled on the rope, another stood ready with an idling chain saw if the need arose. With just a few takes of the rope, the tree fell to the ground without damaging any property nor injuring anyone.

During this operation, the officer in charge was approached several times by residents who happened to see this unusual fire department undertaking. True, this is an unusual circumstance and no, we do not ordinarily do this as a service to the community. However, we are a full service fire and rescue agency and whether it is within the expected roles or something so unusual, the Dover Fire and Rescue Service "does it all."

"D" SHIFT HANDLES TWO FIRES IN ONE MORNING

On an early summer morning, "D" Shift responded to a fire alarm activation at the General Electric Building located on Littleworth Road. The alarm turned out to be a fire in a mold injector at the plant. Industrial buildings have many inherent hazards to firefighters and the heat of the day was working against them. The fire was extinguished and cleanup was completed within an hour. As crews were backing in the station, they were toned out for another structure fire. This call didn't sound good from the start. "D" Shift was once again put to the test in a very short time. The excellent team work, skilled firefighters and determination could not turn back the time needed to save the occupant. Despite advanced emergency medical treatment provided by the rescue crew, the occupant died as a result of carbon monoxide poisoning. Once again, crews dealt with the effects of the lack of smoke detection in the home.

SIX HIGHEST FIRE LOSSES* FOR FISCAL YEAR 1994



PARK STREET CONFLAGRATION

February 27, 1994 - Park Street
Situation - Multi-Alarm Fire
Involved seven buildings and four cars
Damage: \$431,780
Cause: Arson

BUSINESS FIRE

May 8, 1994 - 81 Broadway
Situation - Single Alarm Fire
Business records salvaged
Damage: \$60,000
Cause: Electrical Short

HOUSE FIRE

July 8, 1993 - 124 Mt. Vernon Street
Situation - Single Alarm Fire
Elderly woman died
Damage: \$50,000
Cause: Improper disposal of smoking materials

GARAGE FIRE

July 28, 1993 - 177 Mast Road
Situation - Single Alarm Fire
Damage: \$25,000
Cause: Suspicious

HOUSE FIRE

May 21, 1994 - 15 Union Drive
Situation - Single Alarm Fire
Damage: \$15,000
Cause: Improper disposal of smoking materials

HOUSE FIRE

November 27, 1993 - 103 Stark Avenue
Situation - Single Alarm Fire
Damage: \$10,000
Cause: Arson

*** Total estimated dollar loss for FY94 is \$666,250.**

HAZARDOUS MATERIALS

Overturned railroad cars, burning gasoline tankers and industrial plants all have one thing in common - hazardous materials. In the event of a hazardous material incident, which may include such materials as



explosives, flammables, gases, solids, oxidizers, poisons, radioactive materials and corrosives, this department would respond to the incident to oversee emergency operations. However, due to the expensive costs, upwards of 1/2 million dollars, to establish a hazardous materials mitigation team, the Dover Fire & Rescue Service has opted to train all suppression personnel to the operations level of response. This training allows for this department to respond to hazardous materials incidents to contain the release, keep it from spreading and to prevent exposure of nearby persons, property and environment. However, this is limited due to lack of appropriate equipment. Depending on the magnitude of the incident, private contractors are then called in to handle cleanup efforts.

MUTUAL AID

No community can bank on being able to handle every disaster without outside assistance and must rely on mutual aid. Mutual aid is really one of the fire services' oldest and finest traditions. The City of Dover has a mutual aid agreement with a number of surrounding cities and towns. As a result of these agreements, the City of Dover received aid from outside departments 31 times last year and gave aid to other area communities 52 times.

GROUND LADDER TESTING

A successful ground ladder testing program was completed by department members, saving thousands of dollars. Additionally, a new computer filing system was initiated, replacing the former index card file. This new system provides a quick and effective method for storing all the service test and inspection information. The service test and inspection process has gone smoothly and there were no dramatic ladder failures as there were at the inception of the program. This indicates that the regular inspections and maintenance are keeping the ground ladders in top condition. Some minor problems were discovered and corrected.

KNOX BOX

The Dover Fire & Rescue Service implemented a new program this year, a Knox Box Inspection Program. Knox boxes are small vaults on the exterior of some buildings that hold keys and information to that particular building. The use of these boxes by businesses enable the fire department to gain access to the building in an emergency without causing damage or waiting for an owner/manager to respond with keys.

The purpose of the program is (threefold). First, we wanted to determine that all access keys were current and also labeled. Secondly, Knox boxes were lubricated for easy operation, and finally, we were able to update our Knox box database program.

SCBA

This year we were fortunate to be able to begin phasing in the new Scott 4.5 air packs. Four packs were purchased along with eight Kevlar bottles. These packs are considerably lighter than the Scott 2.2 air packs, which was the standard we were operating with. We were able to take advantage of a trade-in offer and traded some obsolete equipment. This helped to reduce the cost. These new packs have been enthusiastically received by those personnel who have used them. The reduced weight stress to personnel should help to increase efficiency of personnel on the emergency scene. Additionally, the in-house air pack inspection and maintenance program continues, decreasing maintenance costs.

HOSE TESTING AND MAINTENANCE

The Department service tested all the hose during the months of August and September, 1993. This included all the 1-1/2 inch, 1-3/4 inch, 2-1/2 inch, 3-inch, 4-inch, booster line, and hard suction for a combined total of 20,500 feet of hose. Additionally, the department purchased 4000 feet of 4-inch hose. This hose was received, tested and put into service. Because all new large diameter hose is fitted with NFPA compliant self-locking connectors, all of the 4-inch hose and appliances currently in-service had to be retrofitted to be compatible with the new hose connectors.

FLOOD VICTIM ASSISTANCE

The State of Iowa Fire Service Institute requested donations of fire hose from all departments in the nation. This was done to replace hose lost during the floods in the Midwest. Our department had 3,100 feet of obsolete 2-1/2 inch hose so a Suppression Lieutenant initiated and handled the process of donating 3100 feet of 2-1/2 inch hose to the State of Iowa. This was done with the assistance of United Parcel Service, who donated the transportation of the hose.

TOOLS AND EQUIPMENT

The use of small tools and equipment is important in fire and rescue procedures. As such, a preventive maintenance program is ongoing. This not only ensures reliability but also keeps replacement costs down. This year, the department started a fire hose nozzle replacement program which will allow for more efficient utilization of available water. Also, our ability to extinguish flammable liquids fires has been greatly increased with the evaluation and purchase of new foam nozzles. A local company, PDSI of Dover, donated a foam nozzle and foam concentrate to the department, which will allow for increased training in this specialty area of firefighting.

SUPPRESSION TRAINING

The following training hours were logged by fire suppression personnel this past fiscal year:

	DAY TRAINING	NIGHT TRAINING	OUT OF DEPT.	TOTAL HOURS
"A" Shift	2000.5	1258.0	766.5	4025.0
"B" Shift	3341.0	2191.5	1061.0	6593.5
"C" Shift	1472.5	914.5	1440.0	3827.0
"D" Shift	1969.5	1150.0	986.5	4106.0
TOTAL	8783.5	5514.0	4254.0	18,551.5

FIRE STATION MAINTENANCE

Fire and rescue departments are unique to most other government agencies in that most of the maintenance and upkeep of the fire stations is completed by department personnel, not contracted out. This department is no exception. Personnel do all the cleaning of the stations, which includes dusting, vacuuming, waxing of floors, lawn care, and other associated details. After having the money for repainting the two stations pushed ahead to future years, the department sought other alternatives. The City Hall Maintenance Supervisor oversaw the painting of Central Fire Station by individuals in the Welfare Office's Work Fare Program. The individuals painted nearly the entire inside of the station. The ramp to the South End Fire Station was completely removed and replaced with new pavement. The project was needed because of the extensive cracking and crumbling of the old pavement due to the weight of the fire vehicles and the water run-off from Durham Road. Additionally, the mansard, the decorative overhang at the South End Station, was replaced with vinyl siding. The new siding was needed because of water damage to the 30-year old wood mansard.

DOVER FIREFIGHTER SUPPORTS MUSCULAR DYSTROPHY ASSOCIATION

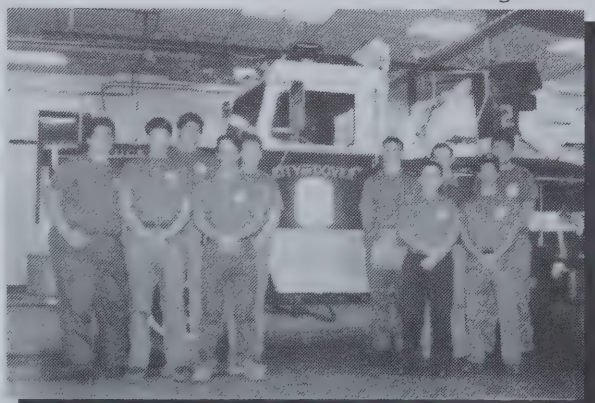
On June 24, 1994, Firefighters from New Hampshire began their 7th Annual Trans New Hampshire Bike Ride for Muscular Dystrophy. This is a three day, 250 mile trip traveling from the Canadian border to Massachusetts. The purpose of this long ride was to help raise money to treat and find a cure for this crippling disease. Among the riders was Dover Engineer Richard Bell. Engineer Bell has participated in this event for the past four years raising over \$3,700. This past year over \$1,300 was raised. He has also served on the board of directors for the past two years, acting as an organizer of the event.

MAINE HANDICAPPED SKIING

Captain David Keeler, a Line Officer, has been volunteering his time, money and energy for the past 6 years to the Maine Handicapped Skiing Program. As a certified professional ski instructor, with additional special certification in adaptive skiing, he enjoys the challenge of instructing area students to learn to ski, achieving abilities never dreamed possible. Through this experience, handicapped students develop independence, self-confidence, self-motivation, increased physical strength, improved self-image, while at the same time enjoying peer interaction and learning a lifelong sport.

EXPLORER POST STARTED

The Dover Fire & Rescue Service began a very successful Explorer Post, which is the young adults program



of the Boy Scouts of America, under the leadership of Suppression Lieutenant Richard Driscoll. The Explorers match their interests in the fire and rescue fields with the people and resources here at this department. This self-supported group of 18 young adults meets twice a month to learn skills that will help them in everyday life as well as start them on their way to a career in the fire service, if they so choose. The Explorers have assisted the department in many activities, including the department's entrance exam, fire prevention and public education programs. The department members enjoy the opportunity to interact with the Explorers and volunteer many hours to the program.

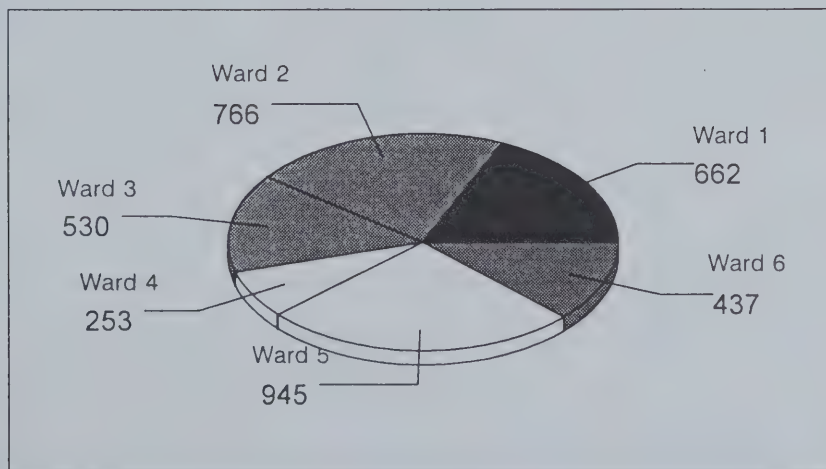
TOYS FOR TOTS CAMPAIGN



For the past 19 years, the now George Grenier Memorial Fund, through the completely volunteer efforts of the members of the Dover Fire & Rescue Service, have successfully seen that infants, children and young adults were not forgotten at Christmas time. Initiated by Retired Lieutenant Charles Mone, who began this endeavor out of the South End Fire Station with about 20 children to deliver presents to.

Last year Santa and his many Elves collected, sorted, individually wrapped and bagged presents for 600 infants, children and young adults that were delivered just in time for Christmas. Through the generosity of numerous individual citizens, families, schools and businesses that have contributed toys, games, clothing, jewelry and financial support, this program has enjoyed continued success. We have been very fortunate over the years to have developed a coalition of so many dedicated and community spirited individuals to carry out a very labor intensive, but enjoyable campaign. For everyone who has participated, with time, labor, money or just support, we thank you very much.

Calls by Ward



OPERATIONS & TRAINING DIVISION

The Operations and Training Division is responsible for the operational readiness of the suppression and Emergency Medical Services forces. This is accomplished through policy development, training and equipment and vehicle purchasing and maintenance. Additional areas of responsibilities include disaster preparedness and Emergency Management.

The Operations and Training Division is staffed by the Assistant Chief of Operations and Training, an Operations Captain and the Training Lieutenant. Two firefighters, who "float" to cover vacancies, are also assigned to the Operations and Training Division.

COMPUTER TECHNOLOGY PLANNING COMMITTEE

The Operations Office has been very involved with the City Manager's Computer Technology Planning Committee. Not only has the Operations Office been an active member but took the initiative by putting the Computer Technology Master Plan together and has maintained an updated plan for each member of the committee. The process is still ongoing.

DISPATCHER TRAINING

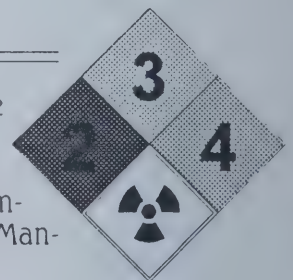
The Operations Division has had several training sessions with the Dover Central Dispatch. The training included operational problems and addressed hazardous materials incidents. In the upcoming year, we will be re-certifying the Dispatchers in CPR and will be including them in tours of businesses and industries in the city.

HOST PLAN COORDINATION

The Operations Division has been responsible for overseeing the Host Community Plan. This includes conducting inventories of the Emergency Operations Center (EOC), inventories of the Host Community Response Vehicle and inventories of all equipment purchased for the implementation of the Host Community Plan. The Operations Division also coordinated the training of city employees to comply with requirements of the Nuclear Regulatory Commission.

EMERGENCY MANAGEMENT

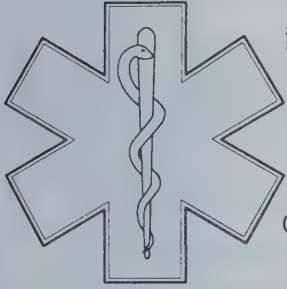
The Operations Division is also responsible for maintaining a liaison with the State Office of Emergency Management (OEM). The Operations Division assisted the Fire Chief in producing and administering the city's Emergency Management budget. This past year, we purchased some Hazardous Material equipment and a training communications simulator. We also updated and distributed the city's Basic Emergency Management Plan.



EMERGENCY MEDICAL SERVICES

Emergency Medical Services (EMS) provided by the Dover Fire & Rescue Service is under the supervision of the Operations Captain. The Operations Captain is also responsible for vehicle maintenance and many special projects within the department.

EMS CHANGES



Over the past decade, Emergency Medical Services (EMS) has evolved to become an integral part of everyday life here at Dover Fire & Rescue Service. Over the past year, the department has faced many challenges, as we were committed to maintain sufficient funding levels and provide a high quality of service.

These challenges, coupled with the inherent challenges of an all-time high emergency call volume of 1577, stressed the resources of the department, however, these obstacles may have reared their ugly heads but did not slow us down.

Each and every member not only accepted these challenges but embraced them. In many communities, funding and quality of service move in similar directions. When community funding is reduced, the level of service decreases. This may appear in increased response times, decreased levels of training and/or providers qualifications, as well as reduced staffing levels. This appears to be even more pronounced in private (for profit) services. Although the department has witnessed the challenges first hand over the past four years, we have more than persevered, as we have broken national and local trends as we decreased costs and increased level of care. Few communities can say the same. In 1991 we responded by restructuring our rates and billing system. At that time, this restructuring relieved some of the burden on the everyday taxpayer. The restructure removed much of the cost of emergency medical care from the taxpayers and shifted it to the actual user. At the time, the taxpayer was still bearing some of the burden, however, less than most other New Hampshire communities. Over the past few years, we have continued to monitor and adapt this restructuring to provide the taxpayer the most beneficial cost-sharing process.

This year the actual cost of ambulance service to the City of Dover was an all-time low.

As taxpayers, it is important for you to understand the cost of ambulance service in the City of Dover. Although this is an extremely complex issue, we will attempt to briefly explain these costs.

EMS AS A BUSINESS

The following represents the cost information related to the operation of the city's ambulance service as separated out from the 1994 Fiscal Year Fire Department Budget. The most challenging issue in determining an overall expense for the ambulance is the difficulty in allocating personnel costs between the ambulance function and all other functions of the Fire & Rescue Service (i.e., fire suppression, fire prevention, rescue, etc.)

This arises when one considers that the Firefighter/EMT or Firefighter/Paramedic's assigned to the ambulance also function as firefighters during fire and rescue incidents. This dual role, cross-trained utilization of personnel in providing ambulance services is a practice used across the country and is generally recognized as one of the more productive and cost-efficient uses of fire department staff. In allocating these costs, we used a formula that accounts for time spent by personnel performing ambulance related activities and not other fire, rescue, or non-ambulance maintenance or administration related functions. In the case of the on-duty Firefighter/EMT's assigned to the ambulance, this method of allocating costs also accounts for the ambulance share of their standby time spent performing such activities as custodial duties, maintenance, pre-emergency planning, in-service training and public education.

The formula used for computation of the "Personal Services" costs is explained below:

- * 37% of all costs for Firefighter/EMT's assigned to the ambulance service (based on the past year's percentage of EMS incidents responded to by Fire Department in relation to total incidents).
- * 25% of the costs related to the Office Manager position (based on time spent on EMS related functions, such as billing).
- * 40% of the costs related to the Training/EMS Coordinator position (based on the time spent on EMS related activities such as EMT instruction, certification, licensing, record keeping, etc).

PERSONAL SERVICES	\$125,733
Salaries & Benefits	
SUPPLIES & MATERIALS	\$ 10,358
CHARGES & SERVICES	\$ 29,492
CAPITAL OUTLAY	\$ 3,000
TOTAL AMBULANCE EXPENSES	\$167,418
TOTAL REVENUE RECEIVED	\$220,913
NET PROFIT FROM AMBULANCE	\$ 53,495

There are many communities throughout the country that do not look at their ambulance service as a business, therefore, it is not run like one. Rest assured that the City of Dover Fire & Rescue Service does consider ambulance service as a business and therefore administers it as a business. Pursuant to this philosophy, the service remains extremely cost-effective.

For the fourth straight year, ambulance revenues far exceeded estimated income. This fiscal year, a total of \$220,913 has been collected. This represents an increase of \$120,470 over the \$100,443 that was collected last year, as well as an increase in revenue of over 200% in three years.

The increase in calls and billables increases the billing workload. All ambulance billing continues to be done within the fire department by the Office Manager.

AMBULANCE BILLING COLLECTION REPORT

	FY 92	FY 93	FY 94
PATIENT'S TRANSPORTED:	1,045	1,164	1,268
AMOUNT BILLED:	\$146,778	\$189,864	\$288,060
ADJUSTMENTS:	5,204	173	585
AMOUNT PAID:	108,591	138,396	185,293
AMOUNT OWED:	38,187	51,468	*102,767
FEE SCHEDULE			
BLS BASE CHARGES:	100.00	128.88	132.75
BLS MILEAGE CHARGES:	3.50	5.16	5.31
ALS BASE CHARGES:	0	180.83	185.84
ALS MILEAGE CHARGES:	0	5.40	5.40
OXYGEN:	30.00	30.00	30.00
EO AIRWAY:	52.35	52.35	52.35
MAST TROUSERS:	30.00	30.00	40.75
IV DRUG	63.12	65.00	65.00
CARDIAC MONITOR:	55.00	60.00	60.00
DEFIBRILLATION:	52.35	56.51	56.51

Although our service is one of, if not the most cost-effective ambulance services in the state, we are continually increasing the level of care brought to the residents of Dover.

*An estimated additional 8% has been billed and should be collected as the year goes on.

PARAMEDIC SERVICES

The City of Dover currently enjoys the luxury of pre-hospital advanced life support care at the EMT-Intermediate and Paramedic levels. At a minimum, this level of care is available twenty-four hours each day with each shift having at least one Paramedic.

Over the past year, the citizens of Dover needed and received Paramedic level care 63% of the time. The Paramedic level of care is currently recognized as the absolute highest and best level of pre-hospital emergency medical care, offering the greatest chance of survival to the patients who are critically ill or injured. In making comparisons, this level of care is only provided on a full-time basis by two other fire departments in the state.

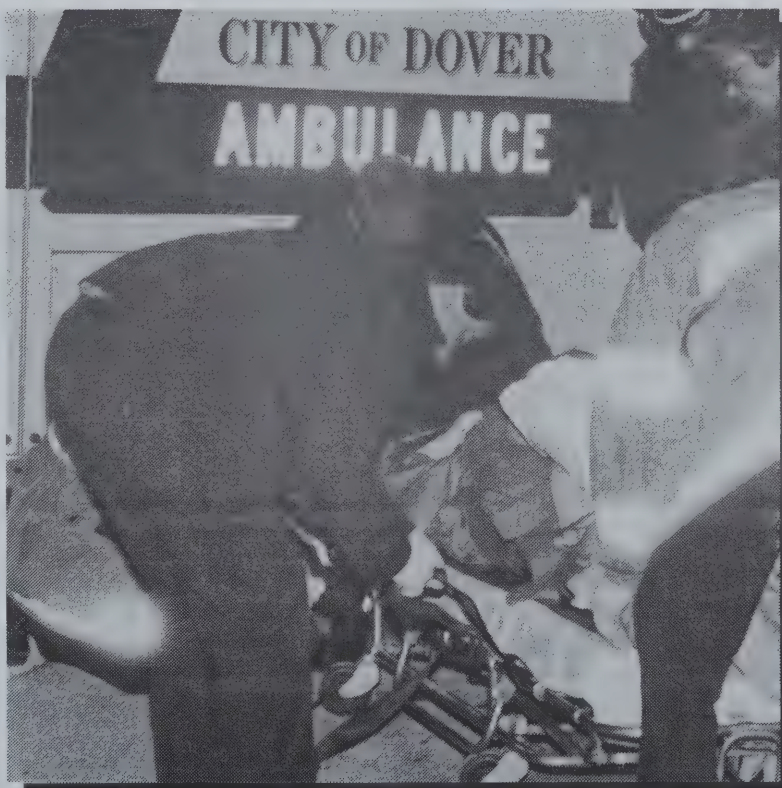
PARAMEDIC TRAINING

The Paramedics have been trained and are certified to perform the following:

- * Administration of intravenous and subcutaneous medications.
- * Defibrillation, synchronized cardioversion.
- * Endotracheal intubation.
- * Veni-puncture cannulation and intravenous therapy.
- * Intraosseous infusions.
- * Chest decompression.
- * Cardiac dysrhythmia recognition and treatment.
- * Respiratory nebulizer treatments.

A recent study confirms the benefits of Paramedics. The study revolved around cardiac arrest survival rates of ambulances staffed with Paramedics opposed to units staffed with EMT's. When Paramedics were working, 16 percent of the victims ultimately walked out of the hospital...without Paramedics, none of the victims survived.

Over the past year, five extremely dedicated Dover Fire & Rescue Firefighter/EMT's volunteered the time needed (approximately 1,500 hours each) for the initial Paramedic training and certification. The department paid for the course tuition. Although a one time expense, this cost is included in cost projections previously outlined. Once certified to the Paramedic level, these five employees will be assigned equally on each shift to allow the department to ensure Paramedic care on every call Rescue 1 responds to. They should complete their training in September.



PARAMEDICS MAKE THE DIFFERENCE

Engine 3 and Rescue 1 respond to a "chest pain" call in the North end of the City. As the ambulance pulls up, a bystander runs to the emergency unit. The bystander states: "This guy looks bad."

The Firefighter/Paramedics grab the drug kit, airway bag, monitor/defibrillator, and the stretcher. They then race into the residence. Seated in a recliner is a male in his late 50's. He is pale, slightly diaphoretic, and short of breath. When asked what is wrong, he states: "I'm having chest pain. I've never had anything like this in my life. I think I'm gonna die."

The Paramedic quickly completes the primary assessment, while his partner places a non-rebreather mask to administer oxygen. The airway is patent, the patient is moving air, and the pulse is present, yet weak. At this time the patient is alert.

One of the EMT's from Engine 3 begins to take the vital signs, which include but is not limited to, blood pressure, pulse, respirations and level of consciousness. A second ambulance attendant carries out the secondary assessment. The Paramedic places the ECG electrodes, which monitors heart activity and sets up the cardiac monitor. The patient's wife reports that he was watching baseball on television when the pain started. He has a history of diabetes but controls it with oral medication. The patient is hypertensive and has an appointment with his family doctor next week for a stress test. He is not allergic to any medications.

The EMT reports the blood pressure as 150/90, the pulse rate 100 and the respiratory rate 20, all of which are slightly elevated. The ECG reveals a somewhat normal rhythm with frequent abnormalities. A Paramedic starts an IV of D5W in the left forearm. The Paramedic contacts Wentworth-Douglass Hospital and presents the patient report. The medical control physician requests the administration of 1 milligram per kilogram of lidocaine. In addition, he orders the administration of morphine in 2 milligram increments until the pain is improved. The Paramedics recall that lidocaine can be effective in suppressing this abnormal heart beat, while the morphine helps to alleviate pain and decrease anxiety.

The Paramedics administer the lidocaine and 2 milligrams of morphine as ordered. Shortly thereafter, the patient has a short episode of seizure activity and becomes unresponsive. The Paramedics check the pulse and find it absent. The ECG shows ventricular fibrillation. The Paramedics move the patient to the floor, administer a precordial thump, and recheck the pulse. The pulse is still absent.

They now ready the defibrillator and deliver an electrical countershock. The patient remains in ventricular fibrillation. The Paramedics apply a second countershock, this time at a higher level of electricity. The patient remains in ventricular fibrillation without a pulse. Paramedics apply another countershock, this time at an even higher level of electricity. The patient remains unresponsive, pulseless, and in ventricular fibrillation.

Paramedics now start CPR. They ventilate the patient with a bag-valve-mask unit and administer a 1 milligram dose of epinephrine intravenously (through an IV) per standing order.

The Paramedics remember that epinephrine makes ventricular fibrillation more susceptible to direct current countershock. An endotracheal tube is placed without problem. About one minute after the epinephrine dose, they deliver another countershock. The patient converts to a different cardiac rhythm with a faint pulse. The heart rate quickly increases, the pulse becomes strong and the ECG resumes a more normal pattern. The blood pressure is 100/60 and the pulse is 120.

Paramedics again contact the medical control physician and receive an order for 0.5 milligrams per kilogram body weight of lidocaine. In addition, the medical control physician requests a lidocaine drip at 2 milligrams per minute. Paramedics administer the drugs and prepare the patient for rapid transport.

The transport to the hospital goes without problem. Upon arrival, the patient is alert and calm with good respiratory effort. In the emergency room, a 12-lead ECG shows the presence of an anterior wall myocardial infarction, simply put, a heart attack. Additional cardiac medication is started. The patient's chest pain resolves completely within the hour. He is transferred to the ICU where he remains stable. **PARAMEDICS MAKE THE DIFFERENCE!!!!**

MEDICAL TRAINING REFRESHER COURSES

In keeping with our goal to provide the most cost-effective emergency medical services in the state, we continue to provide required refresher training in-house to keep costs down. As we have done in the past, we allowed other service personnel to attend our courses for a small fee. These fees are used to pay for course expenses, therefore eliminating a cost to the city. This year's saving was approximately \$3100.

These classes included the following:

- * EMT-Basic
- * EMT-D
- * EMT-Intermediate



EMERGENCY MEDICAL SERVICES WEEK

In celebration of Emergency Medical Services Week, Wentworth-Douglass Hospital recognized emergency medical workers by holding an appreciation banquet. The Dover Fire & Rescue Service was, for the second year in a row, given a special recognition award for outstanding service. Two individual employees, chosen from the seventeen services responding to Wentworth-Douglass Hospital, were also singled out for special recognition. Firefighter/Paramedic Dennis Ireland was given the Peer Recognition Award for being the outstanding Paramedic. Captain Perry Plummer was given the Peer Recognition Award for being the outstanding Emergency Medical Services Coordinator. We are very proud of the accomplishments of these two individuals.

MEDICAL CERTIFICATIONS

In spite of a turnover of three personnel, we continue to advance our medical certification levels for the sixth straight year, which enables us to provide an ever-increasing level of care for the citizens of Dover.

	NUMBER		% OF UNIFORMED PERSONNEL
Certified in E.O.A.	40		94%
EMT-D (Defibrillation)	32		75%
IV Maintenance	40		94%
EMT-I (IV Certified)	16		38%
EMT-I Drug Certified	11		25%
Paramedics	4		10%



WELLNESS COMMITTEE

A grant proposal was approved by the New Hampshire Municipal Health Insurance Trust to expand the department's current physical fitness program to a full wellness program. This new program will begin July 1, 1994. The following is the mission statement and goals of this new program:

Mission Statement

The mission of the City of Dover Fire Rescue Service's Wellness program is to provide its employees with services, information, education, equipment and representation to enhance their ability to live a longer more fruitful life as well as a healthy injury free fire service career.

Program Goals

- 1) To reduce sick leave utilization and workers' compensation claims, enhance awareness of wellness and safety issues and maintain an environment supportive of healthy and safe behaviors.

FY 1995 Objectives:

- * Reduce sick leave by 7%.
- * Reduce number of days lost to workers' compensation by 5%.
- * Reduce number of workers' compensation claims by 5%.
- * Provide all employees with wellness/safety training on a monthly basis.
- * Conduct annual needs assessment.
- * Review and revise as necessary department policies supportive of health and safety issues.
- * Provide incentive programs to improve morale and encourage employees to actively participate in the wellness program.
- * Provide comprehensive health screening semi-annually.

AUTOMATION OF VEHICLE RECORDS

During the past year, the department has put into use a computer based program dealing with equipment management. This program has enabled us to better track vehicle repairs, the date the repair was performed and the costs. The program also has the capabilities of forecasting when vehicle maintenance should be done. Spreadsheets have been set up so that at a moments notice we are able to see exactly how much money has been spent on vehicle repairs per month or to date and can pinpoint what and how much has been done on each particular vehicle.

RESCUE BOAT

During the past fiscal year, the department responded to seven waterway incidents ranging from a search and rescue to an oil spill. It has become apparent that the fourteen foot V-hull boat and 15 horsepower outboard motor are not adequate to meet the needs of the department. In addition to not being capable of accessing a number of waterways, the boat does not provide a stable platform for rescue workers to operate from. The department has requested a new boat through the Capital Improvement's Program but is currently seeking alternative funding for the acquisition.

TRAINING

The Training Officer's position is unique to all other positions with this department. In response to anticipated shortfalls in the overtime account, this position was reorganized to allow the Training Officer to cover shift vacancies. The Training Officer's schedule was changed from five days a week to two days and two nights a week. This has worked out extremely well. Nighttime is generally a less hectic time and allows for more training to be given. As a result of this new schedule, the Training Officer was able to accomplish the training goals as well as save the department thousands of dollars in overtime by filling vacancies.

HAZARDOUS MATERIALS AWARENESS/OPERATIONS CERTIFICATION

First responders at the operations level are individuals who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Their function is to contain the release from a safe distance, keep it from spreading and prevent exposures. This sixteen hour program was delivered to 40 department personnel.

INFECTION CONTROL FOR EMERGENCY RESPONDERS

On almost every call, emergency personnel run the risk of on the job exposure to communicable diseases. In the course of their duties, responders come in contact with body fluids, contaminated needles, or airborne particles that are potentially infectious. To avoid becoming infected with a communicable disease, responders need to know how diseases are transmitted and how to protect their own health and the health of the people they serve. This program, called "On Guard; Training for Life," was presented to 38 personnel.

OFFICER'S TRAINING

This past year a number of hours were dedicated to supervisory training for all fire department officers. The 45 hour training program was produced by a nationally recognized leader in fire service management and covered such areas as:

- * Personnel Evaluations
- * Conflict Resolution
- * Interpersonal Dynamics
- * Team Building
- * Organizational Dynamics
- * Developing A Game Plan
- * Problem Solving
- * Professionalism
- * Leadership



ADVANCED AUTO EXTRICATION TECHNIQUES

A practical skills program gave personnel an opportunity to practice automobile extrication skills on a variety of foreign and domestic vehicles. Hydraulic spreaders, cutters and rams are used to displace a vehicle from a patient. A variety of techniques were set into practical evolutions including roof removal, a "two-door laydown" on a four-door automobile and a "third door" cut into a two-door automobile. All personnel were also trained in a technique of using a "dash hook" coupled with hydraulic spreaders and rams to displace the dashboard. Vehicle anatomy, safety features and hazards as well as use of hand and electric power tools were covered.

CERTIFIED DRIVER OPERATOR

The ability to safely control and maneuver fire apparatus is only a part of a driver's responsibilities. Fire apparatus drivers must be thoroughly trained in the techniques of laying hose, pump hook-up, pump operation, developing fire streams and detecting pump operation troubles. To qualify as an apparatus driver, a firefighter must have knowledge of the pertinent traffic regulations, the responsibilities of safe driving, spotting apparatus, and general care and maintenance both in and out of the station. A driver must not only have a knowledge of these items, but must be able to apply this knowledge. This program has been delivered to all driver/operators within the department.

AERIAL OPERATIONS

An additional five personnel have been trained in the operations of this apparatus. Training included maintenance checks, driver training, spotting of apparatus, aerial and pump operations. After completion of extensive practical evolutions in the areas listed above, the driver/operator candidate must complete a final check-off to be certified in the operation of this vehicle.

STRUCTURAL BURN AT 52 WHITTIER STREET

In a joint effort with the Dover Housing Authority, the house at 52 Whittier Street was razed. This unique training activity benefited both agencies. The Housing Authority saved a tremendous amount of financial capital by not having to have the building torn down and hauled away to a landfill. The Fire Department was able to use this building for a variety of hose, ladder, ventilation and rescue training. The actual burning of the structure provided personnel the opportunity to access the available water supply, preplan exposure protection and put this information to practical application during the burn.

TRAIN-THE-TRAINER PROGRAMS

In an ongoing effort to keep up with the ever-increasing technological advancement in the fire and rescue service, personnel attend programs designed to provide new information and certification in specific subject areas to all department personnel.

EMERGENCY DRIVING

As part of the State of New Hampshire's Driver Operator Program Emergency Driving Section, the Training Lieutenant was chosen an instructor to learn to teach this class. A funding grant to attend this class was provided by the New Hampshire Municipal Association's Property Liability Insurance Trust.

FIRE & RESCUE EMPLOYEE CERTIFICATIONS

FIREFIGHTING CERTIFICATION

Level I	43	100%
Career	41	95%
Level II	35	81%
Level III	16	37%

DRIVER/OPERATOR

Aerial & Pumper	18	42%
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HAZARDOUS MATERIALS

Awareness Level	43	100%
Operational Level	41	95%
Technician	2	4%

COMPANY OFFICER

Company Officer I/II	16	37%
		(100% of Officers)

EMERGENCY MEDICAL TECHNICIAN

EMT-Basic	41	95%
EMT-EOA	36	84%
EMT-Defibrillation	27	63%
EMT-Intermediate	18	42%
EMT-Paramedic	4	9%



STAFF DEVELOPMENT

A Firefighter/EMT attended a two-week program at the National Fire Academy located in Emmitsburg, MD for Fire Service Course Design. This two-week program prepares fire service personnel for course design, implementation and evaluation. The course was paid by a federal grant.

Four members of the department, an Assistant Chief, a Lieutenant and two Firefighters attended a five-day Environmental Protection Agency (EPA) course sponsored by the State of New Hampshire, dealing with emergency response to hazardous materials incidents. The four members, along with twenty-six others selected throughout the country, learned about evaluating and controlling a hazardous materials incident, incident response operations, chemical protective clothing and response equipment. The course was paid for by the EPA.

A Firefighter/EMT attended a two-week program at the National Fire Academy located in Emmitsburg, MD for Fire Arson Investigation. This two-week program teaches methods for conducting legal fire investigations where students learn a systematic approach to find the origin and cause of a fire. The course was paid for through a federal grant program.

A Suppression Captain graduated from the "Leadership Seacoast" program sponsored in part by the Greater Portsmouth Chamber of Commerce. This program met twice a month from January to June, covering a broad spectrum of topics with regards to community make-up, criminal justice, local trends, future direction and more. Next year's program will include a section dealing with fire and rescue issues and it will be held in Dover.

The Assistant Chief of Fire Prevention attended the Advanced Arson for Profit Investigation Program at the National Law Enforcement Training Center, located in Glynco, GA. The two-week program, presented by the Bureau of Alcohol, Tobacco and Firearms in cooperation with the International Association of Arson Investigators, focused exclusively on investigating arson fraud. The course was paid for by a local insurance company.

The Assistant Chief of Fire Prevention also attended an Environmental Protection Agency sponsored program dealing with site assessment of hazardous materials sites. The four and a half day program was held at UNH.

The Public Education Officer attended a two-week program at the National Fire Academy located in Emmitsburg, MD for Interpersonal Dynamics. The management program prepares fire service managers to understand dynamics of behavior within an organization. The course was paid for through a federal grant.

Special thanks to Kelly DeWolf for her assistance with the completion of this report

HUMAN SERVICES

WELFARE, YOUTH RESOURCE AND HEALTH OFFICES

The Welfare Office received 638 requests for General Assistance in Fiscal 1994 which represents a 2% increase over FY 93. This year 383 cases were assisted which is a reduction of approximately 5%. These 383 cases are composed of 223 single individuals and 160 families, totalling 736 individuals. The direct relief expenditure this year was \$122,976 which is a reduction of 25%.

One hundred and fifty two (152) clients were referred to the Dover City Workfare Program this year. Of that number eighty one (81) clients participated, working at several different sites throughout the city. These clients completed 3679 hours of work resulting in a reimbursement to the city of \$18,397.00. Of the remaining 71 clients 54 received a notification of sanction indicating a pending suspension of benefits for non-compliance with the City Guidelines.

The Dover City Community Service program has completed its first full year. This program provides volunteer work for residents who are court ordered to pay fines or restitution, but are financially unable to pay. This year the City has received sixteen (16) referrals of which eleven (11) were placed. The result was 760 hours volunteered, netting \$3,800 in restitution and fines to the court. This program has proven to be a benefit to the City not only in additional volunteer time but also by providing local service sites to Dover residents who might otherwise be unable to meet their obligation to the court.

The job placement program through Work Opportunities Unlimited has been very successful. Since its inception in November of 1992, eighteen (18) clients were referred for placement of which 16 have gained employment and not returned to the City for any additional direct assistance.

The Welfare Office applied and was approved for the Federal McKinney Grant in the amount of \$10,000. These funds will be available in FY95 to assist eligible Dover residents with utility disconnects, rental arrearages and security deposits.

The Youth Resource Office continues to provide alcohol and drug counselling to Dover youth on a drop in basis in the Teen Center. One of the counselors also continues to provide in-school drug and alcohol counselling at Dover High. The Dover School Department has continued to financially support this program through the Drug Free Schools Grant which provided \$4,850 this year.

The DUTY program (the Decision's Up To You) was redesigned with the cooperation of the Portsmouth Police Department, and the Rochester Diversion worker. One weekend session was run in the Spring. Each community individually raised the funding necessary to support up to four youth from each City. This attempt to focus on adolescents needs through regional programming was widely supported.

City of Dover, New Hampshire

-The Youth Office again received 5% Grant monies from Strafford County. This year the city received \$3,500. These funds were requested to support a pilot program known as FOX (Family Operations Exploration Program). This program focuses on "at risk" families through a weekend experience with the intent of introducing the concept of self-help and assistance through counselling.

The Youth Staff continue to administer the Diversion Program with the support of referrals from the Police Department and State Juvenile Service Officers. This program could not operate without the perpetual support and interest of the community volunteers who comprise the Diversion Committee.

The Human Service Director also administered \$51,170 in subsidy grants awarded to six local social service agencies. The annual allocations were as follows:

Strafford County Hospice	\$ 2,700.00
Squamscott Home Health	26,500.00
Strafford County Community Action	6,000.00
Dover Area Senior Citizens	9,740.00
Concerned Citizens for Drug & Alcohol Prevention	2,500.00
Sexual Assault Support Services	4,000.00

The Health Officer travelled 2,957 miles and inspected 463 restaurants, schools and day care centers. One hundred and forty-two (142) complaints involving roaches, rats, faulty septic systems, no hot water, obnoxious odors, overflowing dumpsters and lead paint were responded to and investigated. Many inquiries were made on how to safely remove lead paint.

Plans for the transfer of the Health Division to the Inspections Division of the Planning Department were proposed and approved by the City Council effective FY 95.

Respectfully submitted,

**Janet A.Poulin
Director**

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DOVER PUBLIC LIBRARY

GENERAL

Improving the quality of service that we offer to the public was a guiding theme throughout the year. Under the leadership of the City Manager we joined other city departments in examining our operating policies and procedures, and participated in various training sessions, to insure that our service is the best that it can be. The manager of the local Filene's store gave an informative talk to the staff on his views of effective customer service, and our trustees took over the circulation desks in January so that the entire staff could gather at the same time for a morning-long training session. These service improvement efforts will be ongoing.

A user survey, undertaken in April by public libraries throughout the country, was gratifying, with over 90% of our respondents indicating they are "extremely satisfied" or "very satisfied" with Dover Public Library's service.

During National Library Week a "Dover Public Library" sign was installed on the front lawn, meeting a need that had been expressed by many of our users over the years. A gift of the Friends of the Library, it was created by a local craftsman, and it has drawn enthusiastic praise for its style and beauty.

Another long standing need was met when extensive landscaping was done in June on the parking lot side of the building. Using funds provided by the George Williams Trust, established in the early 1930's for improvements to the Library grounds, plantings of barberry, yew, rhododendron and other shrubs will provide interest and color throughout the year. We look forward to the day when the ash and maple trees planted will be large enough to give us welcome shade in the summer months.

ADULT SERVICES

Improved reference service was the focus of a series of workshops attended by five staff members. The "Effective Reference Program", sponsored by the State Library and the N.H. Library Association, uses tried and tested methods to train librarians to better handle requests for information, and the three-day training sessions proved to be very intense but also very rewarding, and did indeed improve our reference performance.

A giant step forward in reference service was made in December when the microfilm-based "Magazine Index" was replaced with "Magazine Index PLUS", using a Compact Disk and running on an IBM-286 computer. The speed and ease of searching for magazine articles was increased tremendously, and the public response was extremely favorable. A side effect of this new information tool is that our large collection of back issues of magazines is much more heavily used, meaning many more trips to the basement stacks for the paging staff.

Long waiting lists for the most popular best sellers are always a problem for public libraries, and to help solve this problem the staff created a new service called "Fast Reads". Books designated for the "Fast Reads" table are clearly marked as such, have a four day loan period instead of two weeks, and carry a fine of fifty cents per day, rather than ten cents, when overdue. Reaction from both the staff and reading public has been positive, as the waiting lists have been shortened and the books turn over more quickly, some circulating 32 times in the same period that would have seen them circulate 12 times at most in the past.

City of Dover, New Hampshire

The Friends of the Library sponsored interesting programs throughout the year. English High Tea with Carol Evans, local author Brendan DuBois, the "Warner Women", discovering treasures in you attic with the owner of Boston's Brattle Book Shop, and tracing the history of your house with Cathy Beaudoin, drew large and enthusiastic crowds to our Lecture Hall.

During the tax season in the early part of 1994 the Library served the area as a primary source of Federal tax forms, with the Volunteers in Tax Assistance setting up shop here several times a week from February to April 15 to help hundreds of elderly and low-income people with their returns.

A major concern of the staff was keeping up with the rapidly changing field of computer technology, especially the exploding growth of the Internet and the "information superhighway". Classes, workshops, and seminars were attended as time and funds allowed so that the benefits of the new technology can be made available to our users.

CHILDREN'S SERVICES

The summer reading program, "Get Deep...Read", with an ocean theme, provided 386 Dover children with ten weeks of reading, learning, and fun. Film programs, puppet shows, and "Ocean Commotion" science workshops drew hundreds of youngsters to the Library, with 925 of them using the "Make- it, Take-It" crafts table. The staff again this year recruited and trained Junior High volunteers to lend a hand with the programs and help them run smoothly.



Judy Lindberg, Children's Librarian, with young friends at the "Make It, Take It" table.

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The first series of story times began in September, with a total 180 sessions, attended by 2,885 children, conducted during the year. As in past years the story times were extremely popular, and the rush to register was always hectic, with the staff making every effort to accommodate the needs of all Dover children as the year progressed, including the addition of an additional toddlers story hour. For the first time we offered a session for children 1 to 2 1/2 years old and their parents, beginning in September and continuing through the year. The "Little Walkers and Talkers" program was a notable success, especially with parents.

A number of programs and services for parents were planned and presented by the staff. Local author Nancy LeCourt and story teller Anne Jennison informed and entertained. Child care options were explored, and a Pre- School Fair took place in April, with the schools listed in our popular Pre-School Education in Dover booklet invited to attend. During National Library Week the City Manager, Superintendent of Schools, and other caring adults read to children in our "Young and Old Together" drop-in story times.

For the second year in a row we participated in the "Gift of Reading" with the local WIC program, giving out 159 hardcover picture books to children during the holidays.

The home schooling movement has grown quickly over the past few years, and shows every sign of continuing that growth into the future. The staff is aware of and sensitive to the special needs and challenges presented by non- traditional education, and is working in a number of ways to make the Children's Room responsive to them.

The list of the activities of our Children's Room staff is too long to include here, but it involves volunteer and committee work at the local and state level, book lists, displays, speaking engagements, and many other worthwhile tasks. Often unsung, they have a lasting and positive impact on the people they serve.

TECHNICAL SERVICES

Under the direction of the Technical Services Librarian and her staff, this year six volunteers completed as much of the retrospective conversion process as could be done in- house. They converted a total of 55,000 catalog records from eye-readable to machine-readable form, in the process saving the city \$22,000 in costs had the conversion been done by a commercial vendor.

Staff entered 11,400 hand-written patron registration records into a computer database, in preparation for an automated circulation system. This work will save a substantial amount of money and time when an on-line system is implemented in the coming year.

Fifty of the 180 drawers in the card catalog have now been emptied, as all new titles are listed only in the on- line catalog being run from the remote database at UNH, and the retrospective conversion project makes it possible to withdraw cards as older titles go into that database. Within the next year we expect the card catalog to disappear from the Library.

Recruiting, training, supervising and encouraging volunteers is not easy work, but our Technical Services staff does all of these expertly, and they do it because we could not operate without the wonderful work and generous donations of time and energy that our volunteers give to the Library.

City of Dover, New Hampshire

Most of the hard work of the Technical Services Division goes on far from public view, but it provides the underpinning of a successful library. Much of what they do is represented in the statistics that follow, but these numbers can only hint at the contribution made by these staff members.

STATISTICS

<u>THE COLLECTION:</u>	<u>ADULT</u>	<u>CHILDREN</u>	<u>TOTAL</u>
Books added	4,682	1,870	6,522
Books withdrawn	<u>4,039</u>	<u>830</u>	<u>4,869</u>
Total Book Collection:	72,318	20,414	92,732
Audio Cassettes	1,083	725	1,808
Video Cassettes	1,140		1,140
Magazines Received	239	19	258
Circulation:	172,048	110,919	282,967
Overdue contacts:	5,353	2,182	7,535
New Borrowers:	2,076	384	2,460

DOVERNET

In early 1994 we were notified by the University of N.H. Library that they would move to a new automation system by September 1, shutting down the OCLC system that served as our on-line catalog and ending our cooperative relationship. This made it imperative that we move to an automated system of our own at the earliest date possible. After a number of meetings with librarians Elsie Domingo from Dover Junior High and Debra Cheney from Dover's elementary schools, and with staff members from City Hall and the School Department, it was decided that a bold, city-wide approach to automation should be undertaken. "DoverNet" became the name for a project that will link the Public Library and Dover's five schools, as well as the Municipal Building and many other possible locations throughout the city, and allow citizens direct computer access from their homes to a wealth of information databases. Enthusiasm for the concept grew quickly, with support coming from a number of groups and organizations. In May the project was approved in the Capital Improvements Program by the City Council, and work began to make DoverNet a reality. June was a month of frantic activity for Cathy Beaudoin, Assistant Library Director, who will serve as the System Administrator; for Sandra Erdmann, our Technical Services Librarian, who will be a key player in the implementation of DoverNet; and all the librarians involved. A DoverNet Implementation Committee has been established to guide the project and ensure that it meets the needs of all Dover citizens.



THE NEW SIGN ON THE LIBRARY LAWN

FRIENDS AND SUPPORTERS

A public library is a reflection of the people it serves, and we are fortunate in that regard. Many library users are as willing to serve as they are to be served: our Friends of the Library give tirelessly of their time and effort, and they are generous with their financial support; monetary donations large and small come in as memorial gifts, or as pleasant surprises, and add to our book budget; excellent new books arrive unannounced and improve our collection; the women of the Pioneer Garden Club brighten the building with decorations during the holiday season. And the uncounted kind words and special thoughtful actions of so many people cheer and encourage the Library staff all year long.

Respectfully submitted:

Donald K. Mullen
Library Director

PARKS AND RECREATION

I am pleased to submit the annual report for the Parks and Recreation Department for the 1993-94 fiscal year. The Department was very active in administering and providing a variety of programs and special events for the entire community.

All divisions within the Department showed healthy growth in participation in programs and use of facilities while managing to keep costs down to patrons with no fee increases for programs and services. The overall growth in demand for services was evidenced through our attendance at our three main facilities. The Indoor Pool had 56,731 use the facilities. The Butterfield Gym had over 35,000 and Guppy Pool close to 31,000 people come through their doors. It is exciting to see the enthusiasm and support for all that we offer in our facilities. But, this is only a small portion of what we, as staff, and the several hundred volunteers do on an annual basis for the City of Dover. I would like to provide a brief synopsis of the scope and variety of the activities and events that the Dover Parks and Recreation Department provides in the following report.

ADMINISTRATION

The efforts of the administrative staff and program personnel this year were focused on evaluation of our existing programs and making suggestions for new programs and other improvements. We were able to make adjustments in some of our programs to make better use of limited gym time through this process. The evaluation of program and facilities is also the subject of a proposed citizen survey that the Recreation Advisory Board has worked on this year. The goal of these efforts is to have the best picture of where we are and where the citizens of Dover see the priorities for the future of our programs and use of the resources we have available.

Several programs were run through the administrative office this year that provided recreational opportunities for hundreds of youth. One of the main programs was the Summer Neighborhood Playgrounds program which ran for eight weeks this summer. There were close to 500 children enrolled and they participated in daily activities in one of eight City parks as well as taking weekly field trips to state parks and daily trips to Guppy Pool. We also expanded our program by adding the Adventure Teen activities geared to those ages 13 to 16. This program filled a great void for this particular age group as many cannot find work and do not have a lot of productive things to do with their time during the summer. We were able to take up to 25 of them on several hiking, camping and rafting trips as well as the daily activities at Woodman Park and Guppy Pool.

Many of the other activities the administrative division undertakes involves the coordination of leagues in the use of facilities and fields and the training of youth coaches. We work very closely with all of the youth leagues that use City facilities to ensure their coaches are trained either through the NYSCA or ASEP programs. This helps to ensure that the leagues are run with the proper priorities in mind and that the children have a safe, fun and rewarding experience. The programs, especially at the youth level, would not exist were it not for the dedication and commitment of the hundreds of volunteer coaches and many businesses that sponsor teams. The combination of resources and consistent leadership have created some very strong programs. Dover can be proud of its youth and adult sports programs.

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The underlying task of the administrative staff to direct the use of the financial and human resources can be difficult at times. This is due to the ever increasing demands for time, space, energy and money necessary to meet the needs and many of the wants of the community. It is very rewarding, however, when you can see the fruit of many peoples efforts come together in a successful program. It is our hope to multiply our resources and efforts through continued partnerships within the community as well as on a state-wide level. There are many who desire to be a part of this valuable and vital program to provide the absolute best in recreational programs and facilities for all of the citizens of Dover. One of our goals, within this organization, is to act as a coordinator and to facilitate action by the many people who support and participate in recreation programs. If we do a great job at this, the mission of providing the best in programming and facilities will be accomplished.

PARKS

The City parks went through some much needed upgrading during this year. One item in particular was the replacement of deteriorated playground equipment in several parks. We were able to remove existing wooden and steel structures at Applevale Park and Henry Law Park and replace them with new equipment that provides many more activities than the old equipment and also meets all of the requirements of the Americans With Disabilities Act. These pieces were well received by those in the local neighborhoods that make use of them all of the time. We also added a new piece of equipment at Maglaras Park similar to the other two. This is part of the master plan of development for this park which will tie into other features planned in the future.



City of Dover, New Hampshire

Another major highlight in park development this year was the construction of the new tower at Garrison Hill Park. The actual construction, which took four months, was the culmination of over one year of preparation and twenty years of hard work and fundraising on the part of a very dedicated group of individuals that comprise the Garrison Hill Park and Tower Committee. This long awaited event was celebrated with an official opening on November 13th which will be followed later by a ceremony officially dedicating the tower. Irene York, the committee chairperson, and her group of volunteers have received much deserved recognition for their efforts. They are the recipients of three very prestigious awards for historic restoration. They received the Governor's Award for Strafford County, the New England Award and a National Award. The tower has become a centerpiece of our park system in the short time it has been up. This effort has spearheaded other work in the park including more landscape work and the steel fence at the base of the tower. The future of the park shows great promise to become the most visited and treasured piece of our city parks. The Garrison Hill Tower and all of the effort that it represents says a lot about the quality of people and life in Dover.



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Another effort that gained momentum this year was the redevelopment of Park Street Park. There has been a lot of concern in the Park Street neighborhood about the quality of life there and the role that the park played in either the betterment or detriment of the area. A neighborhood committee was formed and began meeting regularly to discuss the future of the park. One thing that was realized immediately was that they had to get their neighbors together in order to plan anything. One way to accomplish this was to organize a block party. Many people helped put this together and showed what a group can do when it put its efforts in one direction. The future concept plan of the park is still in the discussion stages and the committee hopes to have a plan ready to present to the City Council by fall 1994.

A new project is also underway in Henry Law Park. It is the phase one construction of the Cocheco Riverwalk. This is the exciting start of a major revitalization of Dovers' historic waterfront. The area along the Cocheco River that abuts Henry Law Park has long been neglected and overgrown. The concept plan to improve and open up this area along with the River Street and Washington Street frontage on the river was proposed several years ago. The Cocheco Waterfront Task Force put together a visionary plan to link the downtown area with the waterfront and River Street through a series of walkways and bridges.



This plan was then broken down into phases, of which, this years work is the first. Funds were received through grant applications. Matching fund and services were allocated from the City and solicited from private donors. The work on the first phase was just starting at the end of this fiscal year and should be completed by the fall of 1994. Future phases, depending on funding, should commence in the following fiscal year. This project again shows the vitality in this city and support there is for our park system.

BUTTERFIELD GYM

The Butterfield Gym is a major asset to the City of Dover as we are provided with facility time to program with recreation as the priority use. Due to the popularity of so many of our basketball programs and other special events scheduled in the gym there is a great amount of wear and tear on the gym floor. After over 60 years of service the current floor is showing signs of deterioration such as "dead" spots and lifting boards. The maintenance crew has worked hard over the years to keep this floor serviceable and the 60 years it lasted is a testimony to their effort. However, the long term answer is to replace the original floor with an entirely new one. This project has been approved by the City Council as a FY94 Capital Improvement Project to be completed in September 1994. This work will bring some new life into the facility as our over 35,000 annual patrons will attest.

Ongoing programs at the gym include: Kindergym, boys and girls Tyke League Basketball (grades 5 and 6), boys and girls Junior High Basketball, Northeast League High School level Basketball, Men's and Men's Over 35 Basketball Leagues, Adult Exercise and Aerobics classes, Adult Volleyball and the afternoon Teen Center. We also have a number of rental groups that use the gym primarily on Friday evenings and Sunday afternoons. We have seen an increased demand for gym time as our programs grow and as outside groups and programs seek space. The gym operation is running smoothly largely due to an experienced staff and responsible patrons who respect and appreciate the facility.

INDOOR POOL

The Indoor Pool continues to be a popular attraction for many area residents. We hear continually how people travel for miles to take part in the programs that are offered through the pool program or just to come for their own recreational swimming regimen.

The number of swimming classes has remained basically the same over the past several years. We have found that people are more interested in swimming classes in the Spring and Summer, which only makes sense, so we concentrate our efforts on exercise classes and advanced levels of swimming and lifesaving classes in the Fall and Winter. We have also seen increased interest in water aerobics as more people are looking for a good cardiovascular workout without too much stress on their body. We have been fortunate to have the services of Carol Taylor, a well known local instructor, to lead our classes. She has brought consistent quality to this growing program.

Seacoast Swimming Association continues to be our major renter of pool time. Their program expanded after the 1992 Olympiad when many young people saw the feats of the U.S. team led by Dover resident Jenny Thompson. The team has multiple levels and has over 200 swimmers involved on a regular basis. We have also seen an increase in private group rentals as many people use the facility for parties and club activities.

The Adapted Aquatics and Mighty Seals swim team are still very active and compete several times a year around the state. We are particularly proud to host the Special Olympics Swim Meet every April. This year, close to 100 swimmers competed in the event from all over New Hampshire.

GUPPEY PARK POOL

Guppy Park Pool went through some major renovations last fiscal year. These repairs included a new cement deck, winter pool covers and the entire pool being recoated with Gunitite and tiles being replaced. These much needed renovations helped in the start-up this year as the crew had only to clean the pool and restart the filtration system along with a few valve repairs. The goal is to have a very minor amount of work necessary to reopen the pool each year. The covers and new coating should help a great deal.

The attendance at Guppy continues to increase to almost 31,000 people as the general public realizes what a nice facility we have available as well as the growth of the major swim meets including the Granite State Swim Association Meet in early August. This meet alone brings close to 7,000 people into Dover for all or most of this three day event. There are considerable benefits to area businesses that capitalize on this as a sales event. The overall benefit though of having such a world class facility as this in Dover is that we can offer the best to our residents and draw people to our community that appreciate and use such facilities.

CAMP SUN 'N FUN

The Summer day camp at Bellamy Park for years is called Camp Sun 'N Fun. This program offers a variety of daily activities in camp as well as weekly trips to state parks and beaches. Many families take advantage of this affordable and fun alternative for their children during summer vacation.

The camp capacity is 50 children per session with 5 staff on hand to work in small group sessions or all camp activities. There are a variety of weekly themes to encourage creativity from campers and staff. Many children attend for all of the eight weeks of program which gives them the full exposure to an entire summer of fun. Scholarships are usually available every summer through the generous donation of the Dover Rotary Club.

SPECIAL EVENTS

There are many special events and regular programs offered every year through the Parks and Recreation Department. We try to add new events every year to make each years programs different. This year was no exception.

The annual Hershey Track and Field Meet had Dover well represented as 60 children qualified to enter the State Meet in Rochester on July 16th. This program promotes healthy activities through exposure to track and field events that many children do not even know about. A fortunate few qualify to continue on to the regional and national competition. We are pleased to encourage participation in this event.

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The newest special event was the Great Cocheco Falls Duck Race. This was held in conjunction with the Annual Apple Harvest Day celebration on October 2nd. The duck race is a novel idea as a fundraiser that the Recreation Department and The Greater Dover Chamber of Commerce teamed up to put on. The race is run using rented rubber ducks that can be adopted for \$5 each. We had 10,000 ducks available for adoption. On race de we dumped 4,500 adopted ducks into the Cocheco River off of the Central Avenue bridge. The ducks went over the waterfall, under the Cocheco Millworks building and down river to the finish line at Henry Law Park. Steve Frank of Dover was the luck adoptive parent to the first place duck. This made him the winner of a brand new 1993 GEO METRO donated by Ed Byrnes Chevrolet Geo of Dover. Other top prizes included a 7-day trip to Disney World, a new computer, a \$1,000 savings bond, a mountain bike and many more gift certificates and prizes to the lucky winners. The event raised \$10,000 for the recreation Department and the Cocheco Arts Festival. We plan on doing this fun event again next year.



Mayor Patricia Torr purchases the first "Lucky Duck" from Assistant Recreation Director, Gary Bannon. Also pictured: Great Cocheco Falls Duck Race Committee members: Ann Wilcox, Sarah Cole and Karen Larson. *(Photo courtesy Foster's Daily Democrat)*

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We held several seasonal events such as the Halloween Carnival, the ever popular Ski/Skate/Sports sale, the Easter Egg Hunt and the lighting of the Childrens' Christmas tree. All of these events appeal to a broad spectrum of residents and age groups. It is our desire and goal to offer something for everyone at sometime throughout the year. Our continued growth of special offerings is an example of how we are trying to meet peoples recreational needs and desires. The Parks and Recreation Department is always seeking public input on the scope of our programs. In many cases, peoples suggestions turn into new programs, everyones ideas are important and welcome.

Respectfully submitted,

Gary S. Bannon
Assistant Director
Dover Parks & Recreation



Mayor Torr lends a helping crutch to youth volunteers in their effort to spruce up Bellamy Park. (Photo courtesy Foster's Daily Democrat)

PLANNING DEPARTMENT

PLANNING ACTIVITIES

The primary function of the Planning and Community Development Department is to assist in the continued orderly growth of the City. This is accomplished through the creation of long-range community goals, objectives and work tasks. These goals, objectives and work tasks are outlined in a document entitled "The City of Dover Master Plan". The Master Plan reflects the wants and needs of the citizens of Dover and is used to establish the regulatory process for development and construction throughout the community. In addition, the Planning and Community Development Department:

- Administers the Community Development Block Grant Program in a manner that stimulates economic development, provides housing opportunities, and addresses the needs of the low and moderate income residents of the City.
- Promotes increased opportunities for private business and public institutions to obtain financing and capital for projects that will enhance economic growth in the City.
- Promotes the development of a healthy, diverse industrial and commercial base through service oriented planning and innovative land use techniques.
- Administers all codes, ordinances, regulations and fee schedules related to subdivisions, site plans and construction.
- Serves as an information resource for the general public, City Departments, community boards, and applicants for permits and approvals.
- Continues to represent the City and its interests by addressing special projects and issues as they arise.
- Administers the Geographic Information System by continuing to update and expand the database, and to serve potential users and other City Departments.
- Administers Building, Electrical, Plumbing and Health inspection services.

GENERAL PLANNING

The Department provided administrative, review and technical assistance with the following Planning Board agenda items for FY94:

- | | | |
|------------------------------------|----------------------|-----------------------------------|
| • 3 Major Subdivisions | • 10 Public Hearings | • 20 Minor Lot Line Adjustments |
| • 1 Alternative Design Subdivision | • 10 Site Plans | • 7 Site & Subdivision Extensions |
| • 9 Minor Subdivisions | • 2 Workshops | • 7 Conditional Use Permits |

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- 2 Amendments to the Zoning Ordinance (Adult Entertainment Business and Publishing Facility)
- 3 Revisions to Site Review Regulations & Subdivisions Regulations
- 2 Amendments to approved Site Plans
- 1 Request for relocation of an existing batch plant
- 1 Request for a revision to a Major Subdivision
- 6 Extraction Permits (Gravel Pit Operations)
- 18 Technical Review Committee Applications

The Department participated in several planning projects during Fiscal Year 1994. City Planners served as liaison to the Dover Rail Transportation Advisory Committee, providing analyses, information, and administrative services. The Committee reviewed several sites as potential rail station locations. The site selected is at the location of a previous rail station near Third and Chestnut Streets. Located Downtown, the site is easily accessed by pedestrians, bicycles, automobiles and bus service. Rail service is expected to begin in the Summer of 1995. The Department continues to serve as point of contact with State, Federal and local officials for planning and design of the rail station and platform.

**Proposed Rail Station Site
near Chestnut and Third
Streets.**



City of Dover, New Hampshire

A New Hampshire Coastal Grant was approved to construct a walkway along the Cochecho River at Henry Law Park and River Street. The project planning and design was completed during 1993 and 1994. The plan calls for a lighted walk, new fencing, park benches, and a canoe launch and parking. The construction began in the summer of 1994. The grant has sparked the establishment of the Cochecho Riverwalk Committee, a joint venture of the City of Dover and the Dover Chamber of Commerce. The committee has enlarged the scope of the project from the original grant to include a brick plaza and stairway to Washington Street. The Riverwalk Committee is also focusing on fundraising to complete the project. It is expected to take two to three years for completion of the Cochecho Riverwalk.



Phase One of the Cochecho Riverwalk was completed during the past year.

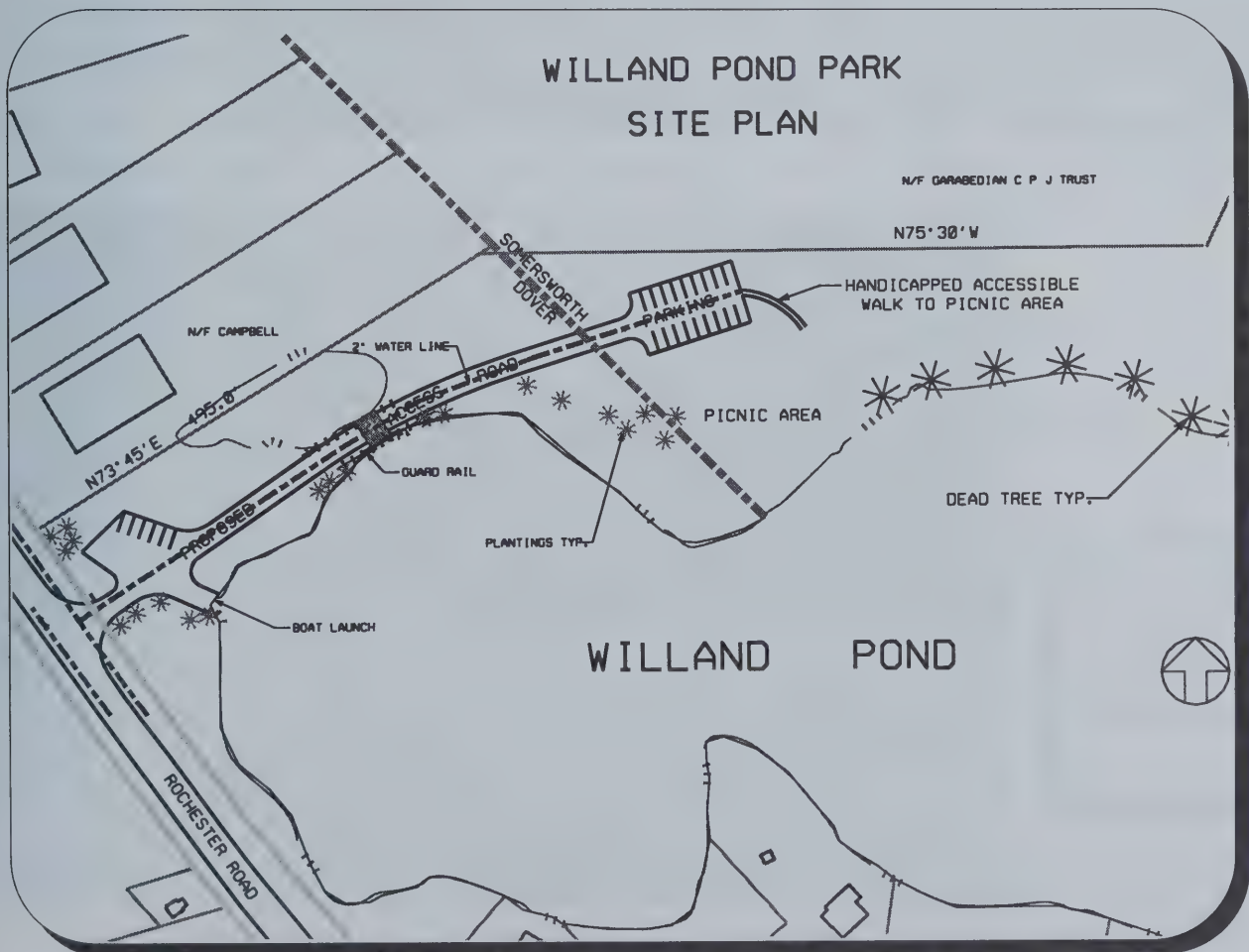
City Planners prepared a City Transportation Improvement Program (TIP) which included a priority listing of areas most in need for roadway, intersection, pedestrian, rail, and transit facilities in the City. Projects must be included in the TIP to be considered for Federal and State funding. Several of these problem areas were submitted as grant applications to State and Federal agencies for Intermodal Surface Transportation Efficiency Act (ISTEA) funds under the Congestion Mitigation & Air Quality (CMAQ) and Transportation Enhancements headings. Four of the five applications submitted were approved for funding at an 80% Federal match, 20% local match funding breakdown. These projects included: Knox Marsh Road Sidewalk Construction (\$74,620), Park n' Ride Construction at the Dover Arena with new accessway and entrance (\$41,000), Broadway & Oak Intersection Reconstruction (\$100,000), and Oak & Portland Intersection Reconstruction (\$80,000).

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Regional planning continues to be an important consideration; in that regard, planning staff have played an integral role as spokesperson for the City on several committees addressing major local and regional issues that affect the citizens of Dover. The City's voice on the issues of housing, transportation, noise, and economic development was heard on the Exit 10 Advisory Committee, Strafford County Housing Consortium, the Pease Surface Transportation Committee, the Pease Advisory Task Force, the Pease Part 150 Noise Committee, the Seacoast Metropolitan Transportation Organization Technical Advisory Committee, and regional workshops and public hearings.

The Department serves as a point of contact with New Hampshire Department of Transportation (NHDOT) on several key projects in the City. Engineering plans for the Weeks Traffic Circle were completed by NHDOT. Planning staff prepared alternatives to the plans based on concerns expressed by residents and local businesses. Several of the department's alternatives were incorporated into the plan. Planning staff also assisted local State Senators and NHDOT representatives plan and obtain funding for the reconstruction of the Scammel Bridge and Boston Harbor Road.

A grant from the N.H. Department of Resources and Economic Development was received to construct a park at Willand Pond. The proposed park is located on Route 108 north of the Weeks Traffic Circle across from Strafford Farms Dairy. The park will make use of the existing trail system on the property. A paved access road with parking and a picnic area is proposed. A boat launch for non-motorized boats will also be constructed. The planning, surveying and design work are underway. McEaney Surveyors provided the surveying and TriTech engineering provided the engineering design for the improvements. Both of these businesses donated services to the project. The park is scheduled to be constructed in the Spring of 1995.



City of Dover, New Hampshire

The Planning Department continues to be a major force in the development of Enterprise Park, the City's newest industrial area. Using the Geographic Information System (GIS) as the primary tool, the department was able to provide site concept plans for prospective companies wishing to relocate to the City. Discussions took place with several companies resulting in significant interest in the park. Companies choosing to relocate or expand in the park were assisted through the regulatory process by the department. This entailed working closely with the Dover Economic Development Corporation (DEDC), individual companies, and contractors to ensure that development of the park was in accordance with the adopted development concept, Transfer of Development Rights (TDR) Ordinance, and engineering plans.



Capitol Plumbing and Heating begins construction of a sq. ft. structure in Enterprise Park.

Foster's Daily Democrat constructs a road to their 46,000 sq. ft. building site in Enterprise Park.



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Several small projects were completed during the past year such as:

- Preparation of a Community Profile Data Sheet.
- Design and preparation of overhead graphics for various Council presentations.
- Expanded upon the City Hall Space Needs Survey Report in a centralization report and plan.
- Digitized and updated the original 1933 construction drawings of City Hall to be used as part of the Space Needs Survey.
- Researched costs, optimal locations and designs for a pedestrian bridge over the Cochecho River as part of the Riverwalk Project.
- Developed and submitted a listing of potential economic development projects for eligibility for Economic Development Administration (EDA) grants.
- Prepared alternatives and gathered data for a Washington Street parking concept for review.
- Coordinated planning for relocating power poles and lines at Maglaras Park to Southside Little League property with PSNH and officials of the League. Coordinated scheduling City assistance with tree and brush trimming to expedite moving the electric lines.
- Researched potential alternatives to the Old Garrison Road classification in order to solve a nuisance and safety problem.
- Prepared new Floodplain Development Ordinance document that would bring the City into compliance with Federal regulations and allow the FIRM Insurance program to continue to be offered to City property owners located in the floodplain. The new ordinance incorporates all required changes and still retains the feel of the City's original Floodplain Ordinance.
- Prepared the City's requests for traffic volume counts, turning movement counts, and signal timing studies for the coming year. Analysis on the data performed by this office will enable the City to secure additional funding for transportation improvements through grants. The volume counts will also be used as data for the City's Pavement Management Program Update being prepared by the City Engineer.
- A final 1993 Traffic Volume count summary was prepared. The summary included calculations for the annual growth percentage used to determine projected future traffic impacts on the City's road network and individual site development.
- Prepared a traffic volume comparison report for the Weeks Circle, comparing vehicle numbers between the years 1984 and 1992.

City of Dover, New Hampshire

COMMUNITY DEVELOPMENT

The City of Dover is a designated Entitlement Community by the U.S. Department of Housing and Urban Development. The City receives an annual allocation of Community Development Block Grant Funds (CDBG). FY 94's Entitlement allocation was \$349,000, with \$17,840 in program income from School Street parking, and \$102,827 in program income from revolving loans, for a grand total of \$469,667. For the year, Community Development was able to expend \$414,643 for a variety of community projects, with the primary benefit (99.7%) going to help low to moderate income persons.

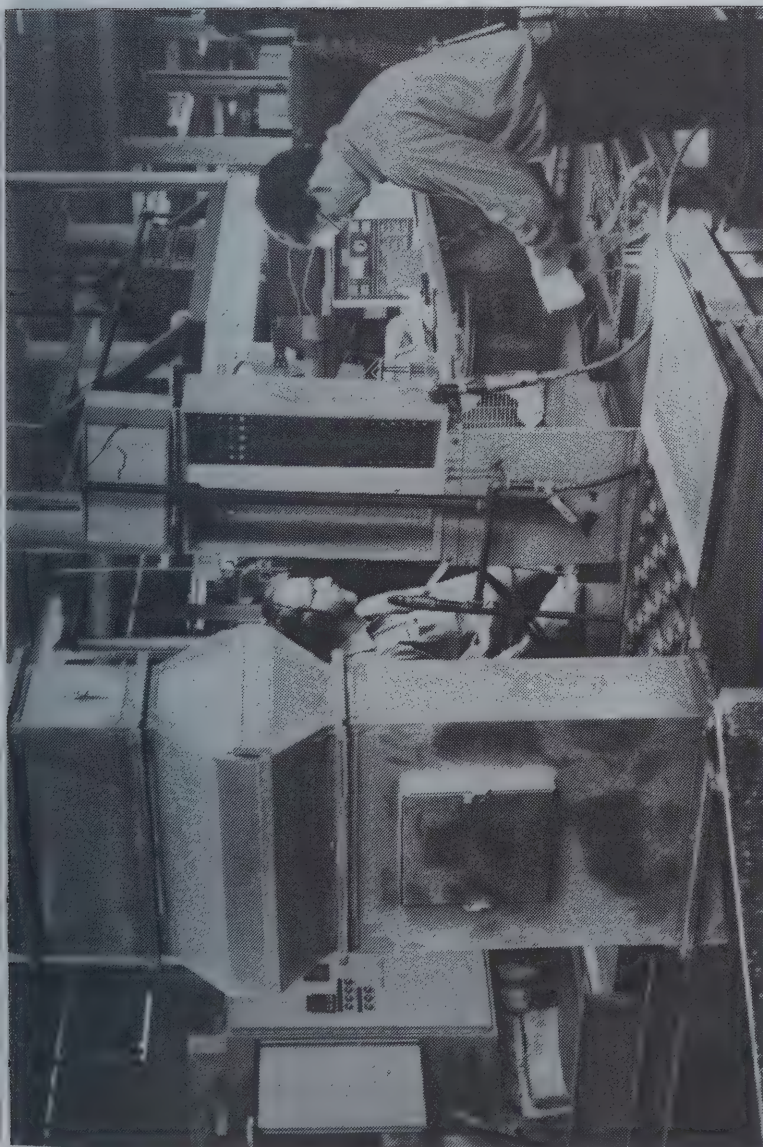
There is a range of eligible activities in which these funds may be used by the City, which include: Acquisition and disposition of real property, construction of public facilities and improvements, clearance of dilapidated structures, provision of public services, completion of urban renewal projects, removal of architectural barriers to handicapped individuals, construction of privately owned utilities, rehabilitation of houses and apartments, code enforcement, historic preservation, direct economic development assistance and planning.

The City Council authorized the establishment of the Housing Rehabilitation Loan Program (HRLP) and the Dover Economic Loan Program (DELP) in 1988 and 1990, respectively. These two programs were established to provide low cost financing to property owners in need of repairing their housing for low to moderate income tenants, and to provide existing or new businesses in need of money for capital, equipment, relocation, expansion, and job creation in the City.

To date there are 26 active loans made for 97 units in the Housing Program, with an outstanding principal balance of \$416,156. Ten (10) multi-family units and two (2) single-family units have been completed, with 22 multi-family units underway during the fiscal year. The Department also applied for and received an additional \$4,342 from New Hampshire Housing Finance Authority (NHHFA) for the rehabilitation of rental properties in the City.

The DELP has five active Economic Loans with an outstanding principal balance of \$322,892. The Loan Review Committee approved funding in the previous year for an existing firm that was relocating to the City. The funds were distributed this year and were used for leasehold improvements, moving expenses, and working capital. The business has created seventeen (17) full-time jobs within the last year, and retained seven (7) from the previous business location.

DELP funding was also provided to a Dover business for expansion into a larger facility. The move created four (4) new jobs, all of which are held by low to moderate income persons.



The Dover Economic Loan Program helped Uraseal Inc. obtain financing, leading to the relocation of the company to Dover. Mike Pickering (*left*) and Joseph Bradley (*right*), are shown demoulding cast urathane parts.



Great Bay Cafe received monies from the Dover Economic Loan Program assisting them in expanding and relocating in downtown Dover.

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The Department prepared HUD's five year Comprehensive Housing Affordability Strategy (CHAS) which outlines the City's housing needs, sets priorities, and establishes programs to meet those needs. An advisory committee comprised of representatives from human service agencies and housing advocacy groups was created to assist in developing the CHAS. The top priorities identified in the CHAS include: increasing emergency and rental housing assistance for low income citizens; providing assistance for housing acquisition and rehabilitation; and, providing support services for the first-time home buyer. Other activities completed by the CDBG program during FY 94 include:

AIDS Response of the Seacoast

Provided \$12,000 of funding for services to AIDS infected persons.

A Safe Place

Provided \$8,500 of funding for services to battered women.

Strafford Cap

Provided \$20,000 to supplement the Weatherization Program. Nineteen homes were assisted under this program.

Dover Adult Learning Center

Previously funded under another program year, handicap accessibility work was substantially completed to allow access to the facility for persons who are handicapped.

Victim's Incorporated

Provided \$5,000 of funding for services to victims of crimes.

Strafford Guidance Center

Provided \$5,000 to establish a loan pool for security deposits and rental subsidy for Strafford Guidance clientele. Eighteen loans were made to families and individuals who are having financial difficulties.

Strafford Hospice Care

Provided \$11,429 to provide bereavement services for forty-six cases from Dover.

Dover Group Home

Provided \$20,000 to renovate the kitchen and two bathrooms at the home for abused or neglected children.

Cochecho River Mobile Home Park Cooperative

Provided funding for the mobile home park's eighteen units to tie in to City sewer. The existing leach fields at the park are failing and soil conditions do not allow for them to be replaced. Seventy-eight percent of the park's owners are low-moderate income. To date, the engineering work has been completed, and the project is expected to be completed next year.

City of Dover, New Hampshire

INSPECTION DIVISION

Construction activity for this report period shows an increase from the previous fiscal year. During FY 94 there were 408 Building Permits issued, 398 Electrical Permits issued, and 161 Plumbing Permits issued for a total of 967 permits, while during FY 93 the respective quantities of permits issued was 379 Building Permits, 354 Electrical Permits, and 146 Plumbing Permits for a total of 879 permits. These quantities reflect an overall 10% increase in the number of permits issued during FY 94.

Forty-three (43) Building Permits for new single family dwellings were issued in FY 94. Building Permits for major projects included: the community building for Dover Housing Authority; a new manufacturing facility for Cramer Fabrics on Venture Drive; a 12,000 square foot addition to the manufacturing facility of Shoe Doctor Inc., also on Venture Drive; a retail facility for Sherwin Williams on Central Avenue; a library and classroom addition at Horne Street School; a new addition to the Dover Baptist Church on Washington Street; a new warehouse/office facility for Bearings Inc. on Industrial Park Drive; and the renovation/conversion of a fire damaged office building to a restaurant for N.H. Pizza on Central Avenue.

The total construction value of Building Permits issued for this report period was \$10,318,066. The comparable construction value for FY 93 was \$7,866,900. These figures indicate a 31% increase in new construction value for FY 94 over FY 93.

During FY 94, the staff of the Inspection Division conducted 2,824 site inspections. These inspections included building, electrical and plumbing work in progress, as well as site inspections for compliance with zoning issues and responses to concerns expressed by residents.

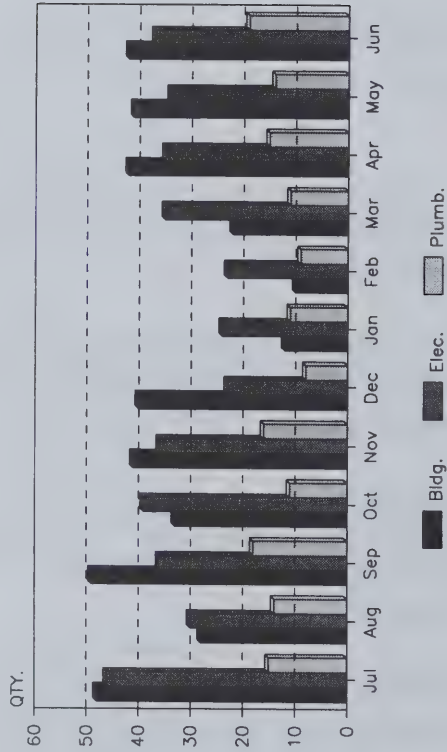
The staff also served in support of the Zoning Board of Adjustment. The Board heard and rendered decisions on seventeen appeals during the report period. Included were fifteen variance requests, primarily for relief from building setback requirements. Of the varied requests, only three were denied.

In the area of staff development, the Building Inspector attended seminars sponsored by the New Hampshire Building Official's Association. The topics discussed were the changes to the New Hampshire Housing Code and the New Hampshire Architectural Barrier Free Design Code, both of which are mandated by the State to be administered and enforced at the local level.

Finally, in April 1994, Ted Evans retired after seven years of service as the City's Electrical Inspector. Ted's knowledge and ability enabled him to make a significant contribution to the staff of the Inspection Division. He assisted residents, property owners and electricians in the application of the Electrical Code and ensured that electrical installations were accomplished with safety being the primary objective.

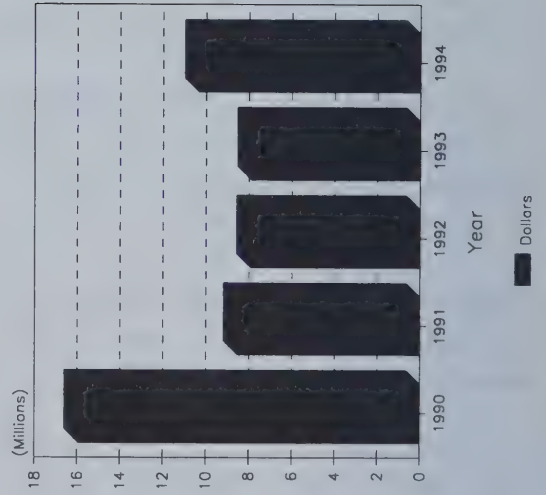
The following graphs illustrate the construction values for the past five fiscal years, the quantity and types of permits issued for FY 94, and a percentage breakdown on a monthly basis of the number of building permits issued.

Building Inspection Office Permits Issued FY '93 - '94

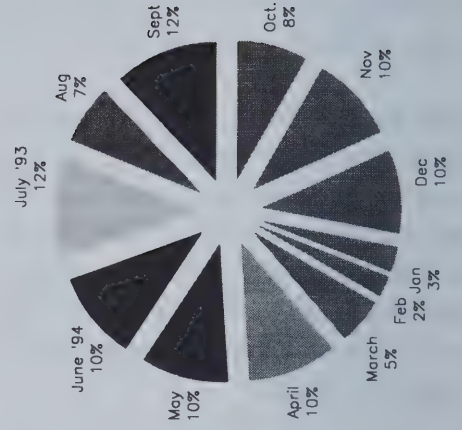


11/9/94

Bldg. Const. Value FY 1990 - 1994



BLDG. PERMITS ISSUED FY '94



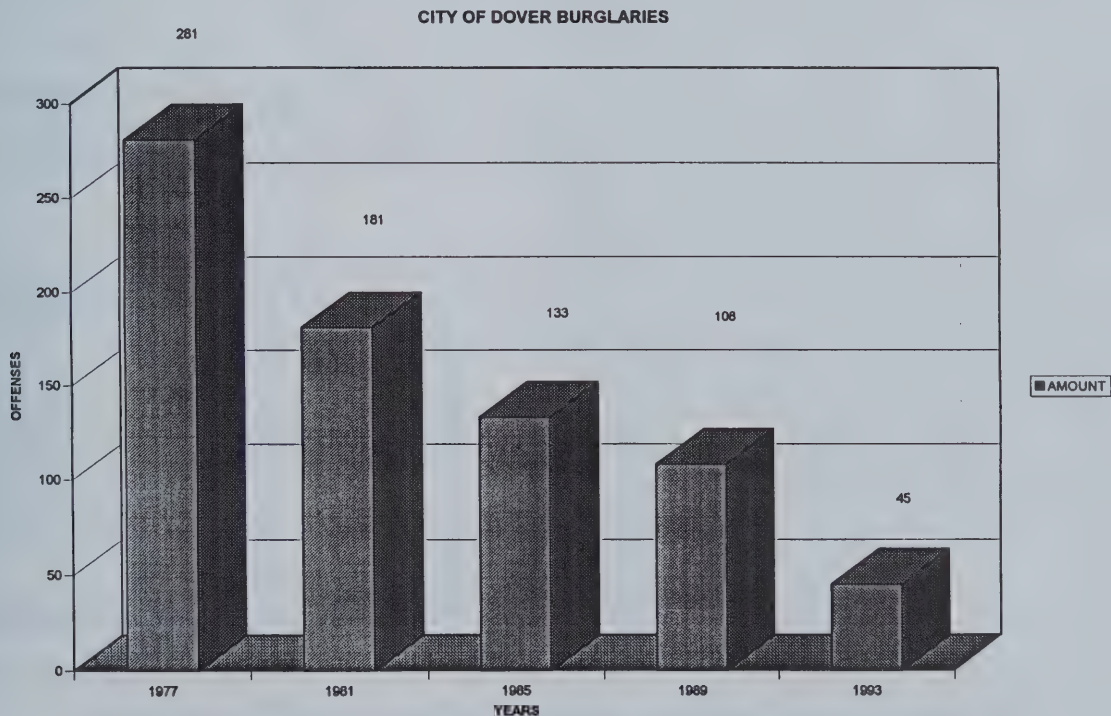
POLICE

GENERAL POLICE AND CRIMINAL ACTIVITY

During calendar year 1993, the Public Safety Communications Center, operated by the Police Department, received 171,052 telephone calls, made 489,229 radio transmissions, and processed 26,967 citizen requests for service. The Communications Center also made 175,288 inquiries on the State Police On-line Telecommunications System, which provides statewide and national information on vehicle information, wanted persons, stolen property and related information.

There were 2,265 crimes of all types reported in Dover in 1993, a decrease of 13% over the previous year. Of the total crimes reported to the Police Department, 975 were classified as Part I (most serious) crimes. Total Part I crimes for the year decreased by 1%. Although this improvement is modest, it follows three consecutive years of significant reductions in the period 1990-1992.

The Police Department's success in solving and preventing burglaries continued during 1993. During this year, only 45 burglaries were reported to the Police Department, a 46% reduction over the 83 burglaries that were investigated in 1992 and the fewest burglaries ever recorded during a year since these types of records have been kept. The previous low mark was 77 burglaries recorded in 1990. By comparison, in the three year period 1977-1979, the City of Dover averaged 312 burglaries per year. These results can be directly attributed to community crime prevention efforts and a high level of success in investigating and apprehending burglars over the past few years.



The above graph illustrates the steady decrease in burglaries that have been experienced over the past 10 years. The number of burglaries per year are depicted at 4 year intervals.

Other crimes investigated by the Police Department during 1993 included 15 rapes, 1 robbery, 268 assaults, 650 thefts, and 35 stolen motor vehicles. In addition, investigators handled 54 sex offenses other than rape. These cases continue to require a significant investment of time due to their complexity and sensitivity.

POLICE INVESTIGATIONS AND ARREST ACTIVITY

The 914 arrests during 1993 resulted in the clearance of 1,120 crimes, an 8% improvement over 1992. Adults accounted for 747 arrests and juveniles for 167. The Police Prosecutor handled 4,858 cases, including motor vehicle offenses, which resulted in 291 District Court trials.

The investigation of the distribution and possession of illegal drugs continues to be a very high priority with the department. During the year, the Police Department worked closely and successfully with the Piscataqua Regional Team of the New Hampshire Drug Task Force. Joint investigations conducted between the Police Department and the Task Force accounted for 21 arrests during the year and the seizure of \$33,800 in currency. Drugs and paraphernalia seized during this period included the following: crack cocaine, powder cocaine, marijuana, marijuana plants, LSD, and hypodermic syringes.

In May, members of the Patrol section made the largest crack cocaine seizure ever in the City of Dover. 188 vials of crack were seized at a Washington Street home and two arrests were made. The street value of the drug was between \$2,000 and \$3,000. The illegal drugs were located in a bathroom ventilation duct behind a grate by Dover Police K-9 "Drigon". This case was also notable in that it represented the first time that a drug seizure was made within the confines of the newly established "Drug Free School Zones". Under a new state law, the penalties are doubled for drug offenses committed within 1,000 feet of a public or private school.

Patrol Officers and members of the Special Investigations Bureau investigated a wide variety of crimes during the year besides drug offenses. In April, an investigation into the fire of an abandon building on Park Street resulted in a determination that the fire was caused by arson. Two 18 year old Dover men were subsequently arrested and charged with that offense.

In November of 1993, members of the Police Department began investigating a number of allegations of sexual related offenses against former Dover Mayor Raymond Hennessey. This investigation was conducted in cooperation with a variety of other law enforcement agencies. In February of 1994, Mr. Hennessey was indicted on offenses alleged to have occurred in the City of Dover.

Members of the department also investigated several complex fraud and financial crimes during the year. These investigations were often difficult and very time consuming. For example, a four month investigation resulted in the arrest of the employee of a local lawyer for embezzling money from a client's account.

Detectives from the Special Investigations Bureau investigated the Valentines Day robbery and beating of a store clerk at the DiCicco's Market in Dover. In April, a man was arrested for that robbery in Pennsylvania based on a warrant drawn by this department.

TRAFFIC EDUCATION AND ENFORCEMENT

During 1993, there were 858 total traffic collisions. This total included 122 hit & run crashes and 173 collisions that were classified as more serious based upon the extent of damage or the presence of injuries.

During 1993, 13,067 vehicles were stopped for traffic violations. 3,328 traffic citations and arrests were initiated by officers this year, with approximately three out of every ten citations being issued for a speed violation. In addition, 113 drivers were arrested for Driving While Intoxicated.

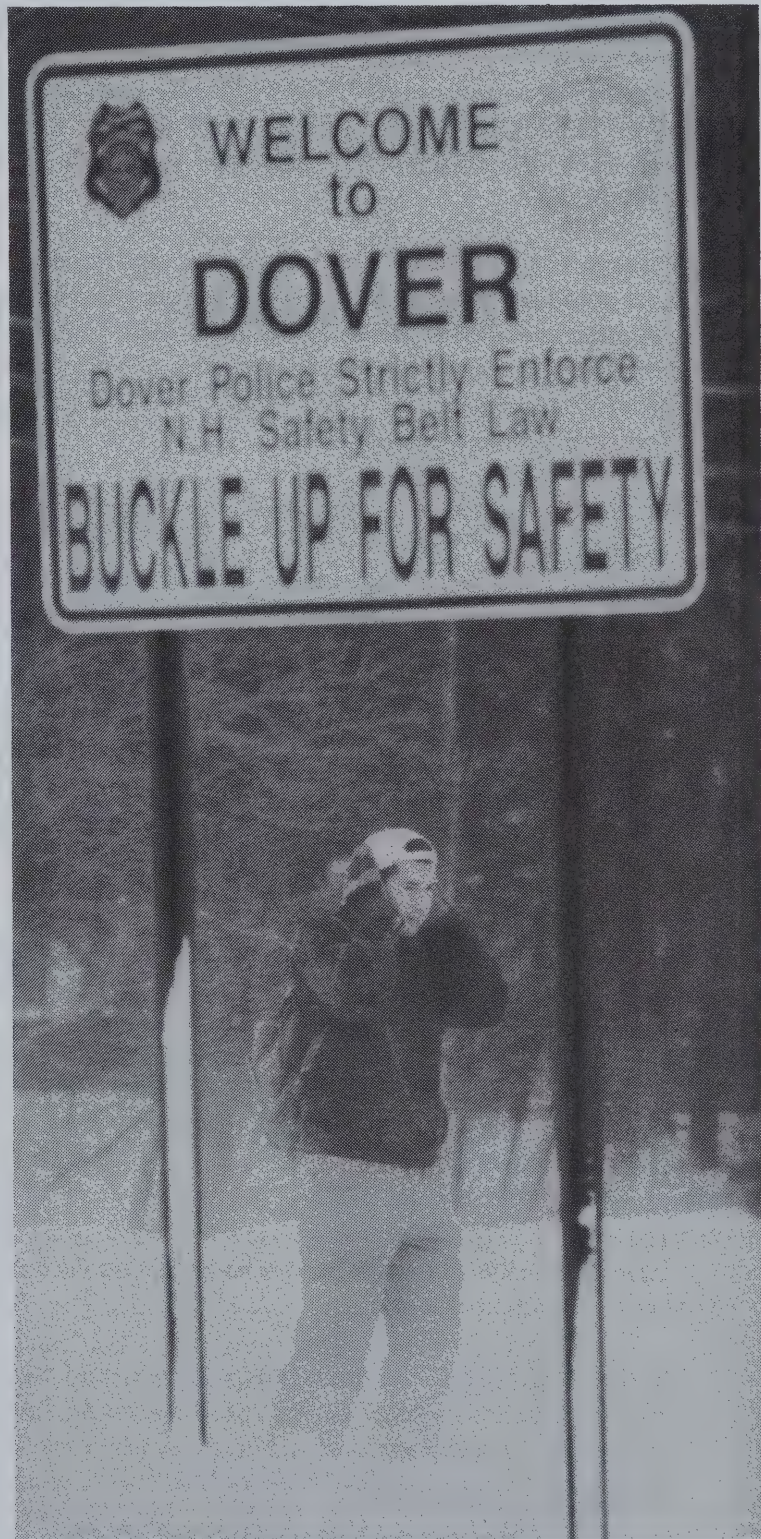
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Thanks to a New Hampshire Highway Safety Grant, the Department was able to place officers in the field on motorcycles for traffic enforcement. In 1993, the motorcycle patrols logged 6,728 miles and stopped 1,311 cars. This represents one car stop for every five miles driven. During that period of time, 302 summonses were issued and 873 warnings were given by motorcycle officers.

In a new and proactive program designed to improve the safety of the roadways in this community, the department initiated an education effort aimed at mature drivers. In cooperation with the New Hampshire Chapter of the American Association of Retired Persons, the department began conducting its 55/Alive Mature Driver Refresher Course. This program provides refresher training in a classroom setting to older drivers. Not only does the Police Department host this program, but for the first time in this National Program, Police Department personnel are involved in the actual instruction of the participants.

The enforcement of parking regulations continues to be a major activity of the Traffic Bureau during the year. There were 15,629 parking tickets issued during 1993. Parking revenue generated during that period totaled \$282,692, a 10% increase.

Traffic Safety and awareness continues to be a major emphasis for the Dover Police Department. *(Photo courtesy of Foster's Daily Democrat)*



City of Dover, New Hampshire

COMMUNITY SERVICES AND ASSISTANCE

During the year, the department continued to conduct its traditional community service programs. In December, 150 food baskets were distributed to needy families throughout the City of Dover. In addition, a large quantity of food was given to local food pantries. In total, over six tons of food were distributed under this program.

The 10th Annual Flatfoot Road Race was conducted in September. Over 400 runners participated in this event. More than 50 youths under the age of 15 completed the four mile course and were recognized with a trophy and other awards.

Through the Youth Athletic Program the department continues to be active in providing volunteer support for local youth sports programs. Proceeds from the Annual Flatfoot Road Race are used to sponsor various teams, and often department personnel volunteer their time to serve as coaches or league officials. In this manner, the department is able to support the activities of Little League, Babe Ruth Baseball, Dover Minor League Baseball, Dover Youth Hockey, DHS Ski Team, Dover Youth Soccer, Tyke Basketball, Girls Youth Softball, and the DHS Academic Achievers Road Race.

The department has also continued its programs relating to crime watch, neighborhood watch, trading cards for children, law enforcement torch run for Special Olympics, and the women's safety program. During 1993, members of the Police Department provided over 100 presentations, public appearances, and tours to community groups on such topics as crime prevention and child safety.

Many of the above programs are conducted with the assistance of the Dover Police Explorer Post. The Explorer Post is comprised of approximately 18 high school age youths who are interested in police work or law as a possible career path in the future. Post members receive instruction in various police related topics at meetings held at the Police Station twice each month. In return, the members assist the Police Department in conducting various community relations and crime prevention programs. Members of the Post also plan and take part in other activities such as a white water rafting trip taken in August.

DARE AND RELATED ACTIVITIES

The Police Department continues to conduct DARE classes in all city schools. Currently, drug education training is given to each student, every other year, in grades 1, 3, 5, 7, and 9. DARE instructors use role playing and mock situations to focus on such issues as peer pressure, understanding the consequences of drug use, and decision making.

The DARE classroom training is supplemented by a wide range of activities and events that reinforce the DARE message outside of school. These activities are designed to support the overall drug abuse prevention strategies of the community (see box).

In the Drug Free ID Program, junior high school students who sign a contract agreeing to refrain from using alcohol, tobacco or other drugs, receive a plastic laminate photo ID card which is honored at over 30 local businesses for discounts on such items as ice cream or movie passes. In the spring of 1994, over 80% of the eligible students going into the junior high school received an ID.

The Dover DARE Officers have continued to provide a great deal of support to the "Students Against Drugs" drug free group at Woodman Park School and the Youth to Youth Group at Dover High School. In addition, the

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Youth to Youth Group at the Dover Jr. High School was reinitiated in 1992 by DARE Officer Ed Correia. In the 1993-94 school year, membership of the group expanded to between 30 and 40 students.

These groups plan activities in their schools that send a drug free message to their peers. They also plan social activities as a means for drug free friends to get together.

Other activities conducted during the year included the "Climb with the Cops" hiking program for junior high school age youths in the White Mountains, a Jump Up Drug Free Party for 5th graders graduating to the junior high school, and drug education programs conducted for various parents groups in cooperation with local PTA's and the Dover Elks.

OTHER DEPARTMENT ACTIVITIES OF INTEREST

The Police Department continues to take proactive steps to combat domestic violence by aggressively prosecuting offenders and by working together with other community agencies to improve victim safety and services.

Since the state law on stalking went into effect in July of 1993, the department has arrested nine individuals and served warning letters to several others. A newly enhanced JurisMonitor System is used in conjunction with other bail conditions to supervise offenders on pre-trial release. The enhanced equipment allows the police to be notified if the offender comes within 500 feet of the victim's home.

The Dover Family Violence Council Against Domestic Violence was formed in April of 1993 and has now expanded to include the communities served by the Somersworth and Durham District Courts. The Council, chaired by Dover Police Prosecutor George Wattendorf, is made up of representatives from many different types of disciplines, including: emergency medical services, mental health, victim services, school departments, courts and corrections. The Council has continued to meet monthly to promote ways to improve the system's response to domestic violence.

The Dover Police Department is one of just a few agencies in this state to have a mandatory domestic assault arrest policy and an aggressive no-drop prosecution process. The department's innovative evidence collection and prosecution strategy serves as a way to hold abusers accountable. Evidence such as photographs, 911 tapes, medical records, and comprehensive investigations are relied on for proving the assault in situations where the victim is uncooperative or afraid to testify.

The Police Department's Victim Advocate Program added six new volunteer positions to the staff. These individuals assist the victims of crimes that come before the Dover District Court. The Student Intern Assistance Program, formed in cooperation with McIntosh College, continues to be successful in providing students with experience while providing victims with the assistance they need in obtaining restraining order protection.



Each June Dover Police Officers and employees participate in the Law Enforcement Torch Run to benefit Special Olympics. Over the past 5 years more than \$3,000 has been raised for this charity by Dover Police employees. (Photo courtesy Foster's Daily Democrat)

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SENIOR VOLUNTEER PROGRAM

In December, 1993, the Dover Police Department initiated its Senior Citizen Volunteer Program. Under this program, a dozen local seniors work as volunteers at the Police Station doing jobs that include filing, copying, microfilming and record keeping, as well as assisting in department programs such as the AARP Mature Driver Training Course.

In the first six months following the inception of this program, the Senior Volunteers have donated over 1,600 hours of service, work with a value of approximately \$11,800.

Members of the program are recognized for their effort as they pass such milestones as 100 and 500 hours of service. Current participants in the Senior Volunteer Program include:

David Bertrand of Dover
Donald Cheney of Dover
George Dionne, Jr. of Somersworth
Baldwin "Dom" Domingo of Dover
Charles Lewis of Dover
Eloise Marley of Dover
Harriett Marshall of Dover
Robert Marshall of Dover
R. Patricia Stella of Dover
Manuel Trindade of Dover
Rodney Whittenbury of Durham

Their service and dedication is greatly appreciated.

*(Photo Courtesy of
Foster's Daily Democrat)*



DOVER POLICE MOUNTAIN BIKE UNIT

The Police Department continued a very active bicycle patrol Unit. The unit utilizes six members of the patrol force who worked on a part-time basis during the warm weather months in selected areas of the City. The two mountain bikes used were donated by Philbricks Sports of Dover.

The officers are specifically trained in the techniques and tactics of patrolling on a bicycle in order to take advantage of the flexibility and mobility of the mountain bike. Officers have found that there are many advantages to utilizing a bicycle, including: increased accessibility to off road areas, it affords the element of surprise in some situations, increased ability for the officer to observe activities going on around him and provides greater speed than is available to an officer on foot. In addition, an officer on bicycle is more accessible to and can have greater contact with the public than an officer in a vehicle.

Officers assigned to utilize the bicycle during their shift handle citizen calls for service, enforce motor vehicle laws, and have been particularly effective in the enforcement of alcohol related offenses and in making drug arrests. The latter is the direct result of the officer's ability to quickly and quietly approach individuals at night.

A major priority of the Bicycle Unit is the promotion of bicycle safety issues, particularly with youngsters. An example of some of the safety programs conducted by the Bicycle Unit include the following:

Distribution of bike helmets provided through a NH Highway Safety Grant.

Safety booth and helmet raffle at the Children's Fire/Safety Festival.

Bicycle Safety Rodeos at City parks.

Bicycle Helmet Day in the Dover schools.

Metropolitan Life Family Safety Day.

Bicycle Safety Month.

Bicycle Safety articles in local newspapers.

Children's Bicycle Parade in local neighborhoods.

Conducting the "Kids Bike Ways" Course in the Dover Jr. High School After School Cultural and Enrichment Program.

DOVER DRUG ABUSE PREVENTION STRATEGIES

The Dover Police Department is a moving force behind Dover's Comprehensive Drug Abuse Prevention Program. In the drug abuse prevention field, there are several key strategies or approaches that are considered to hold the best chance for success. All of the specific activities of the Police Department's abuse prevention effort are designed to support one or more of these strategies. The overall strategies of our program include the following:

Participation and coordination of all community resources, including: the business community, service clubs, social service organizations, youth sports programs, and parents groups.

Targeting gateway drugs to interrupt the normal progression of abused substances, from alcohol and tobacco to other illegal drugs.

Utilizing peer leaders, student role models, and drug free youth groups to influence and educate youths.

Conducting a program of instruction that emphasizes the development of social skills and an understanding of peer situations.

Provide instruction and information to youths that starts early in grade school and continues with regular age appropriate "booster shots".



Members of the Woodman Park School, Students Against Drugs group, are shown above performing with DARE Officer Edward Correia at Dover High School in an anti-drug musical presentation to hundres of local students and residents. (Photo Courtesy of Foster's Daily Democrat)

PUBLIC WORKS

The Public Works Department includes the Divisions of Highway, Engineering, Solid Waste/Recycling, Water/Sewer.

The Public Works Department continues to improve its Work Order System to better serve the residents of Dover. This year we received 2,373 requests. Many requests were resolved immediately, while others were prioritized and assigned to be completed as time allotted.

The Roadway Surface Management System has greatly aided us in prioritizing our streets maintenance. Our Capital Improvements Program included \$500,000 for street repairs and pavement.



The black vein like repairs to our streets is a rubberized asphalt that seals the cracks in the pavement allowing water not to penetrate the surface, therefore stopping potholes and other deterioration to occur and further, allowing for a greater useful life of the pavement.

The Sidewalk Capital Improvements Project allowed us to spend \$239,000 which included granite curb, concrete and asphalt sidewalks.

The 1993-94 winter season was the second year in a row that our budgets were extended by 150%. Sixteen storms required plowing and many storms required us to remove snow from the downtown area.

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Highway Division, 549 work requests were received and approximately 60% completed while other requests needed further action.

Street sweeping and a continuous cleanup are a priority as well as keeping roadways patched and free of snow and ice.

Traffic lights and street signs are continually maintained.



Water Department, 896 million gallons of water was pumped this year.

Hydrant flushing was completed in the Fall and Spring to keep sediment free from pipes to insure proper hydrant operation.

Wells and treatment plants were cleaned and maintained in good order.

All EPA Safe Drinking Water Act and New Hampshire DES Water Supply Bureau sampling and monitoring was completed. A total of 17 taste and discoloration complaints were received and follow-up completed.

302 Work requests were received and resolved.

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On November 9, 1993 a 14" water main broke on Central Ave. near Rivers Camera Shop. Over one million gallons of water ran down Central Ave. tearing pavement and undermining the street. Total cost of utilities and street repairs was \$35,000.

Meter replacement program continues with new meters that can be read from the outside of the home, but the reading comes directly from the inside meter eliminating the confusion of two different readings.

We received a tree S.B.A. Grant in the amount of \$8,400.00. Approximately 20 street trees were planted at the housing authority, the remainder were planted throughout the City.

This years tree maintenance funds were used primarily for the care of trees rather than spending funds just for tree removal.

ENGINEERING REPORT

315 Work Requests Received
29 Driveway Permit Requests
55 Septic System Design Reviews
237 Excavation Permits Issued
5 Paving Licenses issued

The Engineering Division was involved in the following major activities:

- ♦ Prepared a comprehensive Roadway Management Report
- ♦ Administered sidewalk tip-down replacement for the Americans With Disabilities Act
- ♦ Reviewed and inspected major subdivisions and plot plans for the Planning Board
- ♦ Reviewed the plans and designed a new water main for Weeks Traffic Circle Project
- ♦ Prepared a RFP for the Reyner's Brook Sewer Interceptor Design
- ♦ Prepared alternatives and started a dialogue with the Turnpike Bureau for the replacement of the Piscataqua Force Main
- ♦ Assisted the Highway Department with the administration of paving activities
- ♦ Administered the sidewalk construction program
- ♦ Prepared a RFP for Leak Detection Services within the Water Distribution System
- ♦ Reviewed the design of the Hampshire Circle Sewage Pump Station
- ♦ Administered the installation of pedestrian crossing signals at the First St. and Chestnut St. intersection
- ♦ Prepared easement drawings for a sewer service at 25 Bellamy Road
- ♦ Analyzed the drainage outfall at Riverside Drive
- ♦ Administered the pavement marking activities
- ♦ Administered the roadway crack-sealing activities

SOLID WASTE & RECYCLING REPORT

The City of Dover's solid waste program continues to be a model program for the State of New Hampshire. Many other communities have adopted the Bag & Tag Program in their quest to reach the States 40% waste reduction mandate. The City of Dover has already far surpassed the 40% reduction as shown in Figure 1.

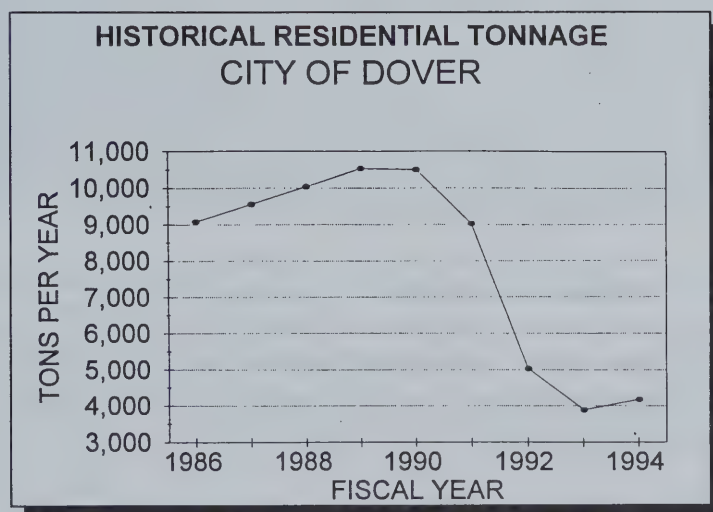


FIGURE 1

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Bag & Tag continues to save the citizens of Dover money. Figure 2 compares the cost of Bag & Tag with a projection of the costs for conventional collection. Our data also shows significant savings for the average household. Figure 3 shows the average annual household cost. These figures include all of the solid waste and recycling programs.

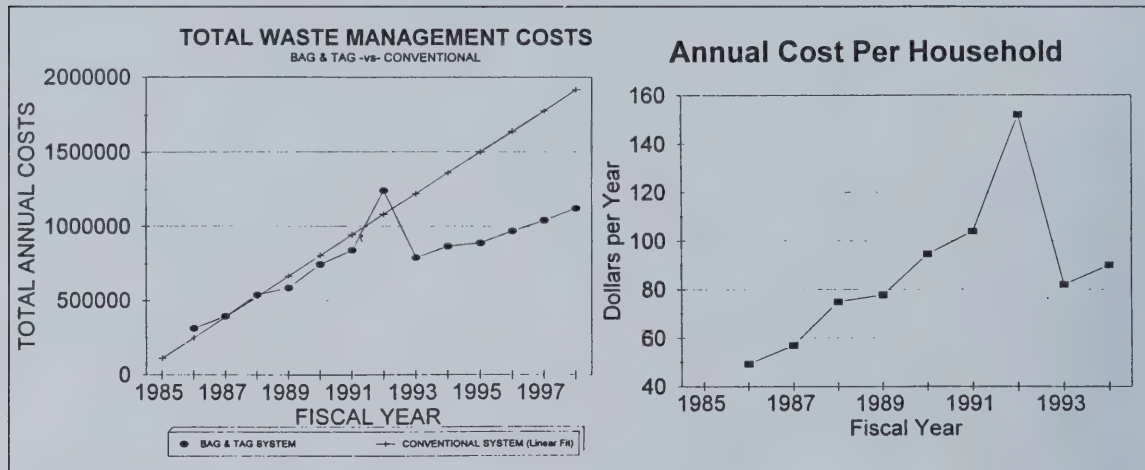


FIGURE 2

FIGURE 3

Last year, Bag & Tag sold 156,940 small bags, 347,780 large bags and 4,916 bulky item tags for total revenues of \$451,275.16. Unfortunately, the program expenses closed out at \$471,596.47. The net effect was a \$21,000 loss in the fund balance which ended the year at \$6,930.11. Several initiatives are being undertaken in the next year to try to contain costs without resorting to a price increase. The tonnage for the year was a modest increase over the previous year at 4,057 tons.

Our curbside recycling participation continues to improve. The total amount of all recyclables collected at the curb for the year was 2,400 tons. At the Recycling Drop-Off Center we collected 775 tons of various recyclable materials. For automotive waste we collected 7,655 gallons of Waste Oil, filled ten 55-gallon drums of oil filters and collected 2 tons of batteries. Freon was removed from 162 units. We handled 1,808 tons of yard waste debris through both our River Street Drop-Off area and our spring and fall curbside collections.

The Tolend Landfill continues to move towards its final closure. The project is in the design phase with an expected construction start date of Fall 1996. The City continues to strive to control the costs and explore ways to minimize impacts on the tax base. Last year the City played a key role in getting legislation passed through the State to aid the City with landfill closure costs through a grant program.

SEWER COLLECTION REPORT

The Division received a total of 352 Work Order Requests and break out is as follows:

- 223 - Sewer Collection Maintenance work and locates
- 68 - House calls for stoppages or odor
- 61 - Alarms at pump stations

Additional projects include:

3 properties removed from drain system and tied into sanitary sewer system

2 major force main breaks at Wentworth Terrace.



Power source removed from old Wastewater Treatment Plant

New force main installed at Mill St. Station

Preventive maintenance cleaning of sewer mains in the Henry Law, Central Ave., and Court St. areas.

Catch basin cleaning in the Broadway area.

The addition of 2 new lift stations, County Farm and Hampshire Circle.

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The Sewer collection continues it's 6 month preventive maintenance on all 17 stations.

River St. also pumped 42,300 gallons of Sodium Hypochlorite for odor control at the Wastewater Treatment Plant. Also pumped 2,400 gallons of Feruss on a trial basis for the same purpose.

I want to thank all Public Works employees for their efforts in completing such a vigorous construction season and for the many hours spent plowing and treating our streets.

Pete Lavoie, Superintendent Public Works/Water.

CEMETERY DIVISION

During this year, the Cemetery Division had 90 interments, of which 23 were cremations and 67 were regular interments. There were 76 graves sold. We have been working with the Dover Lodge of Elks and the Temple Israel concerning the purchase of graves for their organizations.

The Cemetery Division concentrated mainly on the maintenance of the cemetery grounds and equipment, as well as the ongoing computerization of burial records. Our workforce was supplemented with help from the City's workfare program participants and from the State of NH Dept. of Corrections participants who had community service hours to perform.

The Cemetery Board has been discussing ideas for the future including: future trends in the industry, establishing a scattering garden for cremations, use of the chapel by the public, repairing/restoring monuments and markers, repaving of cemetery roads, and implementation of a tree care program.

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SUPERINTENDENT OF SCHOOLS

The following report to the School Board and citizens of Dover highlights the activities, achievements, and concerns of the School Department for 1993-94. Those who have questions or who wish to learn more about the schools should call me at 742-6400.

Enrollment

Enrollment in 1993-94 increased by eighty-four students over the previous year to 3432, its highest level since 1981. The high school was responsible for nearly all the increased students with eighty more full-time students enrolled than the year before. Part-time vocational student enrollments and elementary and middle school numbers remained fairly even over the two years. Significant among the figures was the first grade enrollment of 243 students, the lowest grade one enrollment since 1986. Partially because of the lower first grade enrollment and partially because sixth graders remained at the junior high school, overcrowding was not the issue at the elementary schools that it has been in the past. Congestion at the junior high school, however, was a problem and is expected to worsen over the next several years.



Budget

In March, 1993, the School Board approved a 1993-94 budget of \$16,746,158. The City Council subsequently reduced the figure by \$283,353, leaving a proposed budget of \$16,462,805. At the same time the City Council passed a resolution indicating that any unanticipated revenues (approximately \$219,000) and unexpended funds (approximately \$57,000) would be rolled over to the School Department budget. Ultimately with the addition of the rollover funds the final approved 1993-94 school budget was \$16,738,805. The school district received an additional \$212,000 in Foundation Aid funds which were turned over to the city for property tax relief.

National Goals

In October, 1990, President Bush and our nation's governors, including then Governor Bill Clinton, established six ambitious goals for educational improvement in America:

1. All children in America will start school ready to learn.
2. The high school graduation rate will increase to at least ninety percent.
3. American students will leave grades four, eight, and twelve having demonstrated competency in challenging subject matter including English, mathematics, science, history, and geography; and every school in America will ensure that all students learn to use their minds well, so they may be prepared for responsible citizenship, further learning, and productive employment in our modern economy.
4. U.S. students will be first in the world in science and mathematics achievement.
5. Every adult American will be literate and will possess the knowledge and skills necessary to compete in a global economy and exercise the rights and responsibilities of citizenship.
6. Every school in America will be free of drugs and violence and will offer a disciplined environment conducive to learning.

They then called upon local communities to adopt the goals as their own and to work toward achieving them. In October, 1991, the Dover School Board adopted the national goals and urged Dover teachers and administrators to work toward making them a reality by the year 2000. In response the Dover School District's administrative team developed an action plan and target dates for our own use, and we put together a progress report which we updated periodically so that we could keep track of how we were doing.

Among several tasks outlined in the plan with regard to the first national goal was the formation of a family support center to help parents of very young children work on parenting skills. That program is described later on in this report. One major task still to be accomplished is the creation of a public kindergarten for all Dover children. Research has consistently shown that kindergarten is a sound and effective educational program, and currently approximately 89 out of 154 New Hampshire districts with elementary schools offer kindergarten to their five year olds. Unfortunately, Dover is not one of them. We must continue to work toward making kindergarten a reality for all children in Dover if we are to maintain our reputation for providing a quality education.

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The district made substantial progress this year in responding to the second goal. A learning center was established at the high school to assist students academically, and an off-site alternative program was begun for junior high school students who do not succeed in regular classes. A description of that project will be found below. One remaining task is the development of alternative high school diplomas which reflect what students have actually accomplished.

The third goal has been addressed on several fronts, notably through the development of student outcomes and also through an emphasis on thinking, problem solving, and communication skills. Remaining to be accomplished is the addition of instructional time for students.

To increase student achievement in science and mathematics Dover teachers have been emphasizing hands-on science, especially at the elementary level. In addition they have been working on adopting national standards in mathematics. Much, however, remains to be done before we can claim first place in these two areas. Among future plans for improvement are the development of better assessment methods and the creation of more opportunities for gifted and talented students. We also need to work harder to eradicate sex bias in mathematics and the sciences in order to encourage young women to pursue careers in those areas.

Fortunately, Dover has a strong adult education program which helps us address the fifth goal. Especially relevant to this goal are those courses in basic skills offered by our adult learning center. Meanwhile, in response to local needs, Dover High School has expanded its emphasis on technical and vocational skills, including its programs for adult workers. Future plans call for an expansion of curricular offerings and an upgrading of technology training throughout the district.

The final goal of a safe and drug-free school environment was partially addressed this year through the establishing of drug-free school zones, in conjunction with our police department, and through a review of policies on weapons. Still to be accomplished is the development of a program to meet the challenge of violence-prone students.



City of Dover, New Hampshire

In April President Clinton signed into law Goals 2000: Educate America Act, a sequel to America 2000. This was a more extensive culmination of the process begun in 1990. It added two goals, one on teacher training and the other on parental involvement. Work that the district has begun in both these areas will fit with both these goals and our own district goals in coming months.

Technology and School/City Cooperation

Early in the school year the district's Technology Education Task Force, chaired by Vocational Director Ken Latchaw and composed of local business, industry, and education people, introduced to the School Board a \$1.2 million plan to upgrade technology in Dover's public schools over the next two or three years. The plan called for benefits in each of five areas: instruction, professional development, library media, curriculum development, and administration. With the support of the School Board the Task Force moved ahead in cooperation with city personnel to develop a proposal for one of the areas, the automation of both the city and school libraries. In November the School Board passed a policy promoting the development of joint school/city proposals in order to improve services to Dover residents.

Early Childhood Education

In response to the first national goal of seeing that children enter school prepared to learn Dover established a Ready to Learn Task Force composed of people representing a wide spectrum of the community. District Curriculum Coordinator Murray Ingraham and Chapter I Coordinator Jean Briggs brought together representatives from health services, education, child care, social services, housing, mental health, and others to explore ways to promote the well-being of very young children. A chief concern of the group was support for the families of pre-school children. A community survey conducted by the task force confirmed that a parent support center was needed in Dover. In January with the help of a grant and the offer of space in a building owned by the First Parish Church the Task Force opened a support center for parents called Healthy Universal Beginnings (H.U.B.). Initially open just one morning a week with staffing provided by the federal Chapter I program, the center has plans for expanded hours and its own director.

Middle School Concept

After years of study and debate and after months of preparation and staff training, the junior high school successfully implemented a middle school philosophy this year. While junior high schools and middle schools share the same age students and many of the same educational goals and practices, middle schools have features specially designed to meet the needs of adolescents in a variety of ways. Typical middle schools employ a variety of instructional methods, flexible scheduling, cooperative planning among groups of teachers, interdisciplinary studies, and increased opportunities for teacher-student guidance. Earlier the School Board had approved a resolution endorsing a change in concept for the junior high school from a traditional junior high to a middle school and directed the administration to begin immediately the planning and staff development necessary to implement the change in the 1993-94 school year. The junior high staff began preparing for the change with parents, teachers, administrators, and School Board members participating in a series of transition meetings and school visitations culminating in implementation this year.

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Junior High School Alternative Program

In August, 1993, the School Board authorized the purchase of a modular unit at approximately \$25,000 to be located at Dover High School for both the existing high school alternative program and a newly established alternative program for junior high school students. The new program operates with the same goals and philosophy as the existing high school program. It addresses the needs of junior high school students who are not succeeding in the regular program and who need additional help with either academic or socialization skills. Two teachers and two paraprofessionals joined the four existing staff members at the new site for the alternative program.

Goodbye and Hello

In a turnover unprecedented in recent times six of the seven School Board members left the Board because of term limits and were replaced by six new members. In January outgoing members Robert Hannan, Kathryn Forbes, Paul Johnson, William McCann, William Gillis, and William Boc said goodbye to remaining member Robert Berry while incoming members Sam Allen, Alice Briggs, Lynanne Clark, Christina Demers, Brian Gottlub, and Doris Grady were saying hello.



District Goals

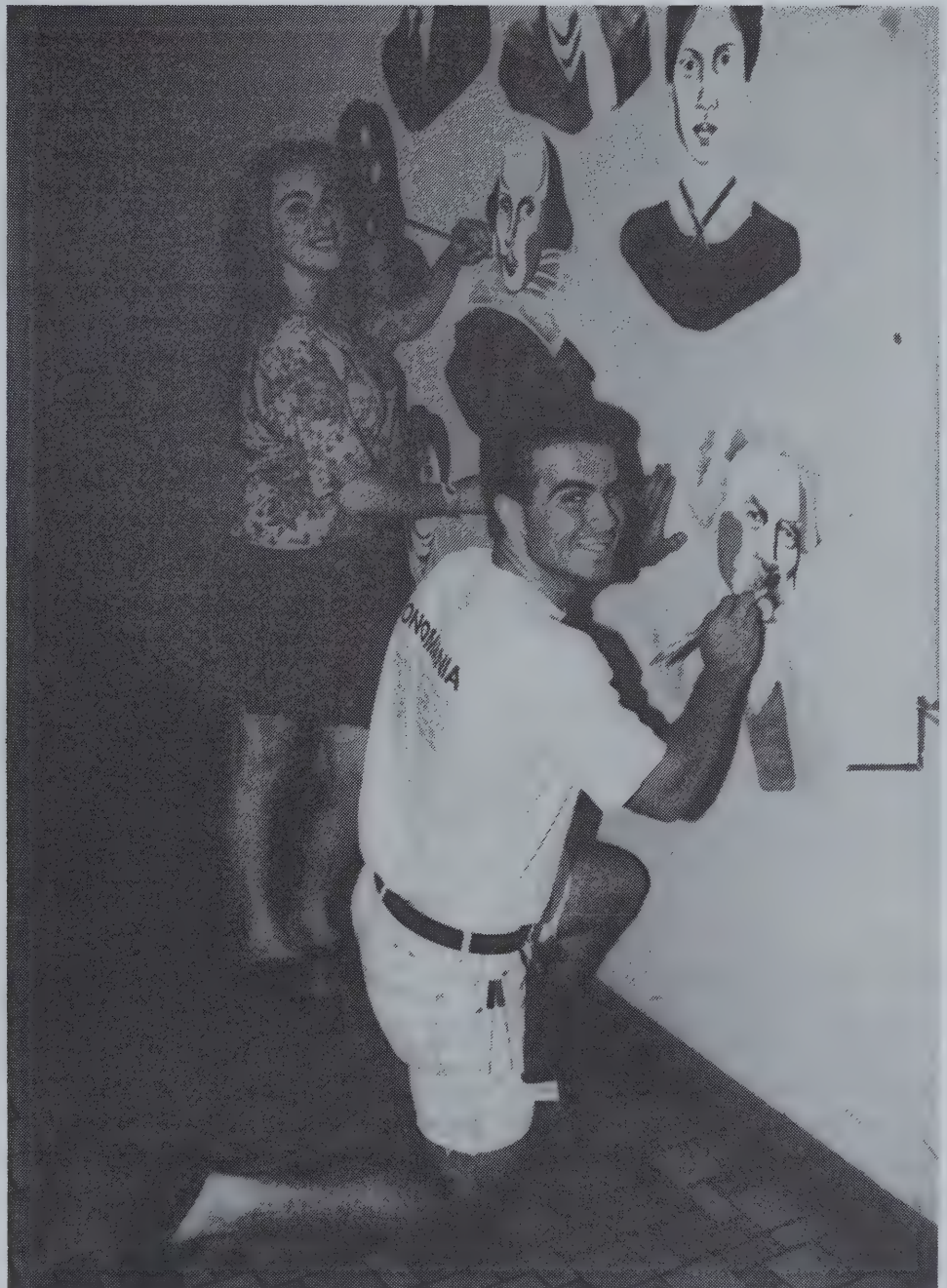
One of the priorities of the new School Board was the reexamination of existing district goals. At a series of meetings to discuss their goals Board members expressed a desire to see technology used more effectively both with students in the classroom and as a tool for teachers and administrators. In addition, they articulated a need to develop an improved budget process, better accountability throughout the system, greater parental and community involvement with the schools, and a review of curriculum and instruction. Finally, they decided that they needed to pay attention to current facility care and future facility needs. They expressed their intentions for the district in six goal statements:

1. The use of and support for technology in the schools and the community will increase.
2. A budget process that clearly articulates the School Board's goals will be defined and implemented.
3. A comprehensive management accountability system which encompasses all levels will be established.
4. Community partnerships will be developed.
5. Current curriculum and instructional practices in identified areas will be reviewed, and priorities will be established.
6. To ensure a proper learning environment for every student a plan will be adopted for the optimal care and use of existing facilities/equipment, including any necessary expansion of district facilities/equipment through the year 2005.

In the coming months the Board will be working with district personnel to identify priorities and to assign responsibilities for the oversight and implementation of their goals.

Health Education Curriculum

Concerns raised by parents about the age appropriateness of certain topics in the district's elementary health education curriculum prompted the School Board to ask that the task force that developed the curriculum frameworks reexamine their work. Parents and other citizens asked that the School Board review the curriculum in light of their concerns about such topics as homosexuality, abortion, and masturbation being addressed either in response to student questions or as issues for discussion by first through fourth graders. During the course of the year numerous parents expressed their opinions on both sides of the issue as the task force met to debate the issues. At year's end the task force had plans for several community forums to give parents and others an opportunity to express their ideas to the members of the task force prior to any submittal to the School Board.



Horne Street School Library

Horne Street School's James D. McShane Library tripled its size this year thanks to an extensive renovation and addition project which allowed the library to expand from 900 to 2,000 square feet. Several years in the planning, the project became a reality when a \$120,000 bond issue was approved by both the School Board and the City Council, thus bringing the library into compliance with state standards.

Volunteer Projects

Volunteers at Horne Street School raised approximately \$5,000 this year for new playground equipment for the school and then spent a weekend constructing the facility. Woodman Park School and Garrison School have similar playgrounds previously funded and constructed by parent and community volunteers, and at Garrison School parent volunteers continued their extensive renovations in that school's library. At every school parent volunteers contributed not only considerable time but generous resources to supplement those resources supplied through school budgets.

Tsunami Club

Thanks to the initiative of a committed parent/booster and the generosity of Dover citizens Dunaway Field became the recipient of new aluminum bleachers for the visitors' side of the athletic facility. Citing the unusable visitors' side of the field as an eyesore at football games and band shows, Dr. Phil Wilson spearheaded a campaign to raise funds to replace the wooden planks with new aluminum seating. Dr. Wilson chaired the Tsunami Club, a volunteer organization dedicated to raising money for worthy school projects. The club's first project was the bleachers at Dunaway Field, and by the football season the bleachers were in place. When the bleachers are fully paid for the club expects to designate other projects worthy of community support.

Regional School Calendar

When concerns from surrounding school districts about the possible elimination of a vacation in Dover's school calendar reached the Dover School Board, the Board called for a regional meeting of area school districts to discuss a common school calendar. Chief among the goals of all participants was the minimizing of the number of days vocational students would lose because of incompatible calendars among the tri-city vocational schools. After discussing the problem and polling members of their communities, the participants agreed to a calendar that was compatible at least in all major vacations. The participants also agreed to continue joint calendar discussions in future years.

New Medical Plan

In an effort to curtail the cost of employee benefits the School Board authorized a new medical plan for personnel beginning September 1, 1993. The new plan, Blue Cross/Blue Shield Comp 100, replaced Blue Cross/Blue Shield JW. It was part of a negotiated agreement reached earlier with the Dover Teachers' Union and was extended to include all employees who were receiving health benefits. Business Administrator Marie Walton estimated the savings to the district would be substantial over the years.

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Support Services

While the prime work of the school district is what goes on in the classroom, there are other services which are important to the operation of schools. In 1993-94 the district's school lunch program provided more than 1400 federally approved lunches per day. In addition students at the junior high school and high school were able to purchase a la carte meals, and students at four of the schools had available federally approved breakfasts. Nearly 150 children per day availed themselves of that opportunity this year. Once again, thanks to a dedicated group of staff members and a competent food service administrator the entire food service program was run without any subsidy from local taxes.



Transportation is another important service provided by the school district. Dover bused approximately 63% of its students to and from school in 1993-94. More than 2,000 students from both our public schools and from non-public schools within the city were provided transportation, as required by law. Students with disabilities were also transported by a separate not-for-profit transportation company using five vehicles specially equipped for the transporting of such students.

City of Dover, New Hampshire

In closing, I want to recognize the many excellent teachers, administrators, and support staff who work for our schools. They are truly the strength of the school system and the reason it functions smoothly. Special thanks should also go to our School Board whose members give their time generously on behalf of children and on behalf of Dover. I consider myself fortunate to work with people of such high calibre, and Dover is fortunate to have them working in and for our schools.

Gerald A. Daley
Superintendent of Schools



CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenditures and
Changes in Fund Balance -
All Governmental Fund Types and Expendable Trust Funds

For the Year Ended June 30, 1994

	Governmental Fund Types			Fiduciary Fund Types Expendable Trust	Totals (Memorandum Only)
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Project</u>		
Revenues:					
Taxes	\$ 25,944,586	\$ -	\$ -	\$ -	\$ 25,944,586
Licenses and permits	1,788,372	-	-	-	1,788,372
Fines, forfeits and penalties	842,471	166,544	-	-	1,009,015
Use of money and property	304,561	2,031	-	61,917	368,509
Intergovernmental	1,246,896	1,668,106	-	-	2,915,002
Current services	613,351	1,025,981	-	-	1,639,332
Education (including state and federal grants)	3,742,318	57,659	-	-	3,799,977
Other revenue	184,465	85,553	-	73,429	343,447
Total Revenues	34,667,020	3,005,874	-	135,346	37,808,240
Expenditures:					
Current Operations:					
General government	1,723,573	499,609	-	-	2,223,182
Public safety	5,099,626	355,302	-	-	5,454,928
Public works	2,315,536	472,441	-	-	2,787,977
Culture and recreation	1,391,693	27,116	-	-	1,418,809
Education	16,599,102	1,655,680	-	-	18,254,782
Human services	348,951	-	-	-	348,951
Intergovernmental	2,432,442	-	-	-	2,432,442
Abatements	170,338	-	-	-	170,338
Other	33,077	-	-	-	33,077
Capital outlay	-	-	1,601,106	52,106	1,653,212
Debt Service:					
Principal	1,165,888	-	-	-	1,165,888
Interest	951,819	-	-	-	951,819
Total Expenditures	32,232,045	3,010,148	1,601,106	52,106	36,895,405
Excess (deficiency) of revenues over expenditures (carried forward)	2,434,975	(4,274)	(1,601,106)	83,240	912,835
Excess (deficiency) of revenues over expenditures (brought forward)	2,434,975	(4,274)	(1,601,106)	83,240	912,835
Other Financing Sources (Uses):					
Bond proceeds	-	-	1,117,338	-	1,117,338
Operating transfers-in	34,000	40,578	500,000	185,343	759,921
Operating transfers-out	(878,468)	(8,870)	-	(34,000)	(921,338)
Total Other Financing Sources (Uses)	(844,468)	31,708	1,617,338	151,343	955,921
Excess (deficiency) of revenues and other sources over expenditures and other uses	1,590,507	27,434	16,232	234,583	1,868,756
Fund equity, July 1, 1993	(544,774)	348,984	1,238,473	700,431	1,743,114
Fund Equity, June 30, 1994	\$ 1,045,733	\$ 376,418	\$ 1,254,705	\$ 935,014	\$ 3,611,870

CITY OF DOVER, NEW HAMPSHIRE

Combined Balance Sheet -
All Fund Types and Account Group

June 30, 1994

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Group	Totals
	General	Special Revenue	Capital Project	Enterprise	Internal Service	Trust and Agency	General Long Term Debt	(Memorandum Only)
ASSETS								
Cash	\$ 1,822,992	\$ -	\$ -	\$ 400	\$ -	\$ 109,923	\$ -	\$ 1,933,315
Investments	1,595,205	-	-	-	-	1,667,817	-	3,263,022
Taxes receivable	4,139,676	-	-	-	-	-	-	4,139,676
Accounts receivable:								
User charges	-	-	-	613,547	-	-	-	613,547
Special assessments	-	-	-	2,078,392	-	-	-	2,078,392
Other	972,107	34,237	-	-	-	16,062	-	1,022,406
Unbilled revenue	-	-	-	703,000	-	-	-	703,000
Notes receivable	-	616,452	-	72,463	-	-	-	688,915
Due from other governments	-	265,411	-	15,461,421	-	-	-	15,726,832
Due from other funds	552,535	573,539	1,284,696	1,253,254	394,967	58,369	-	4,117,360
Advance to other funds	291,345	-	-	-	-	-	-	291,345
Inventories	-	32,682	-	194,472	31,174	-	-	258,328
Investment in land	-	-	-	2,423,604	-	-	-	2,423,604
Prepaid expenses	-	-	-	1,080	18,780	-	-	19,860
Other assets	35,500	-	-	-	-	-	-	35,500
Property, plant and equipment	-	-	-	54,365,333	-	-	-	54,365,333
Amounts to be provided for retirement of general long-term debt and other liabilities	-	-	-	-	-	-	11,963,778	11,963,778
Amounts to be provided for hazardous waste site clean-up	-	-	-	-	-	-	8,166,667	8,166,667
Property and rights held under deferred compensation plan	-	-	-	-	-	156,699	-	156,699
Total Assets	\$ 9,409,360	\$ 1,522,321	\$ 1,284,696	\$ 77,166,966	\$ 444,921	\$ 2,008,870	\$ 20,130,445	\$ 111,967,579

(Continued)

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Group	Totals
	General	Special Revenue	Capital Project	Enterprise	Internal Service	Trust and Agency	General Long Term Debt	(Memorandum Only)
LIABILITIES AND FUND EQUITY								
Liabilities:								
Accounts payable	\$ 703,047	\$ 115,927	\$ 29,991	\$ 61,060	\$ 16,749	\$ 59,230	\$ -	\$ 986,004
Accrued liabilities	1,478,625	-	-	950,520	-	-	1,780,710	4,209,855
Deferred revenue	2,617,130	685,952	-	827,555	-	-	-	4,130,637
Due to other funds	3,564,825	344,024	-	208,511	-	-	-	4,117,360
Advance from other funds	-	-	-	188,916	102,429	-	-	291,345
Notes payable	-	-	-	2,350,000	-	-	-	2,350,000
General obligation bonds payable	-	-	-	23,065,270	-	-	10,183,068	33,248,338
Liability for hazardous waste-site cleanup	-	-	-	-	-	-	8,166,667	8,166,667
Obligations to employees under deferred compensation plan	-	-	-	-	-	156,699	-	156,699
Total Liabilities	8,363,627	1,145,903	29,991	27,651,832	119,178	215,929	20,130,445	57,656,905
Fund Equity:								
Contributed capital	-	-	-	40,037,434	-	-	-	40,037,434
Retained Earnings:				9,477,700	-	-	-	9,477,700
Reserved for claims	-	-	-	-	350,000	-	-	350,000
Unreserved	-	-	-	-	(24,257)	-	-	(24,257)
Fund Balances:								
Reserved For:								
Endowments	-	-	-	-	-	857,927	-	857,927
Encumbrances	184,582	37,341	49,908	-	-	-	-	271,831
Advances	291,345	-	-	-	-	-	-	291,345
Other purposes	-	23,652	-	-	-	-	-	23,652
Expenditures	59,498	-	-	-	-	-	-	59,498
Unreserved	510,308	315,425	1,204,797	-	-	935,014	-	2,965,544
Total Fund Equity	1,045,733	376,418	1,254,705	49,515,134	325,743	1,792,941	-	54,310,674
Total Liabilities and Fund Equity	\$ 9,409,360	\$ 1,522,321	\$ 1,284,696	\$ 77,166,966	\$ 444,921	\$ 2,008,870	\$ 20,130,445	\$ 111,967,579

Statement of Revenues, Expenditures and Encumbrances -
Budget and Actual - General Fund - Budget Basis

For the Year Ended June 30, 1994

	Amended Budget	Adjusted Actual	Encumbrances June 30, 1994	Variance Favorable (Unfavorable)
Revenues:				
Taxes	\$ 24,794,193	\$ 24,834,191	\$ -	\$ 39,998
Licenses and permits	1,596,774	1,788,382	-	191,608
Fines and forfeits	755,348	842,471	-	87,123
Use of money and property	310,618	304,561	-	(6,057)
Intergovernmental	1,246,424	1,280,896	-	34,472
Current service charges	601,300	613,351	-	12,051
Education (including state and federal grants)	3,608,670	3,742,318	-	133,648
Other revenue	88,905	184,465	-	95,560
Total Revenues	<u>33,002,232</u>	<u>33,590,635</u>	<u>-</u>	<u>588,403</u>
Expenditures and Encumbrances:				
General government	2,216,374	1,904,080	15,717	296,577
Police	2,955,555	2,878,369	6,047	71,139
Fire	2,401,387	2,359,031	632	41,724
Public works	2,405,219	2,322,981	47,794	34,444
Culture and recreation	1,419,406	1,391,718	1,762	25,926
Human services	404,110	348,344	942	54,824
Education	16,738,805	16,604,574	111,688	22,543
Debt service	2,122,409	2,119,006	-	3,403
Intergovernmental	2,432,442	2,432,442	-	-
Transfers & other	<u>580,000</u>	<u>580,000</u>	<u>-</u>	<u>-</u>
Total expenditures and encumbrances	<u>33,675,707</u>	<u>32,940,545</u>	<u>184,582</u>	<u>550,580</u>
Excess (deficiency) of revenues over expenditures	(673,475)	650,090	(184,582)	1,138,983
Other financing sources - budgeted utilization of fund balance	<u>673,475</u>	<u>673,475</u>	<u>-</u>	<u>-</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ <u>-</u>	\$ <u>1,323,565</u>	\$ <u>(184,582)</u>	\$ <u>1,138,983</u>

CITY OF DOVER, NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances -
Budget and Actual - Certain Special Revenue Funds - Budget Basis

For the Year Ended June 30, 1994

	Amended Budget	Actual	Variance Favorable (Unfavorable)
Revenues:			
Fines and forfeits and penalties			
Community Development Block Grant	\$ 14,680	\$ 15,590	\$ 910
Parking fund	99,344	113,566	14,222
Library fines	20,000	28,906	8,906
Intergovernmental			
Community Development Block Grant	349,000	71,498	(277,502)
School cafeteria fund	224,000	247,686	23,686
Emergency management	25,044	22,379	(2,665)
School categorical aid	980,073	957,190	(22,883)
Dare/Drug investigation	95,280	87,830	(7,450)
Current services			
School cafeteria fund	369,356	417,523	48,167
Parking fund	97,047	139,753	42,706
Residential solid waste	<u>466,306</u>	<u>451,235</u>	<u>(15,071)</u>
Total Revenues	2,740,130	2,553,156	(186,974)
Expenditures and Encumbrances:			
General government			
Community Development Block Grant	363,680	234,292	129,388
Public safety			
Emergency management	25,044	19,430	5,614
Dare/Drug investigation	95,280	87,719	7,561
Parking fund	196,391	181,960	14,431
Public works			
Residential solid waste	466,306	472,443	(6,137)
Culture and recreation			
Library fines	20,000	27,115	(7,115)
Education			
School cafeteria fund	593,356	645,002	(51,646)
School categorical aid	<u>980,073</u>	<u>936,147</u>	<u>43,926</u>
Total Expenditures	<u>2,740,130</u>	<u>2,604,108</u>	<u>136,022</u>
Excess of revenues over (under) expenditures	\$ <u>-</u>	\$ <u>(50,952)</u>	\$ <u>(50,952)</u>

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenses and
Changes in Retained Earnings/Fund Balance -
All Proprietary Fund Types and Similar Trust Funds

For the Year Ended June 30, 1994

	Proprietary Fund Type		Fiduciary Fund Type	Totals
	Enterprise	Internal Service	Non-Expendable Trust	(Memorandum Only)
Operating Revenues:				
Charge for services	\$ 4,873,040	\$ 257,938	\$ -	\$ 5,130,978
Total Operating Revenues	4,873,040	257,938	-	5,130,978
Operating Expenses:				
Personnel services	1,174,692	187,364	-	1,362,056
Supplies and materials	249,119	233,138	-	482,257
Charges and services	1,180,535	68,558	-	1,249,093
Utilities	394,029	-	-	394,029
Depreciation	2,173,384	-	-	2,173,384
Total Operating Expenses	5,171,759	489,060	-	5,660,819
Operating income (loss)	(298,719)	(231,122)	-	(529,841)
Nonoperating Revenues (Expenses):				
Interest revenue	112,086	-	-	112,086
Interest expense	(1,583,674)	-	-	(1,583,674)
Intergovernmental revenue	1,017,668	-	-	1,017,668
Additions to trust principal	-	-	15,063	15,063
Capital gain (loss)	-	-	39,084	39,084
Total Nonoperating Revenues (Expenses)	(453,920)	-	54,147	(399,773)
Income (loss) before operating transfers	(752,639)	(231,122)	54,147	(929,614)
Other Financing Sources (Uses):				
Operating transfers in	80,000	297,600	-	377,600
Operating transfers out	(216,183)	-	-	(216,183)
Total Other Financing Sources (Uses)	(136,183)	297,600	-	161,417
Net income (loss)	(888,822)	66,478	54,147	(768,197)
Add depreciation on contributed assets	1,557,139	-	-	1,557,139
Less capital additions with contributed capital	(85,539)	-	-	(85,539)
Increase in retained earnings and fund balances	582,778	66,478	54,147	703,403
Retained earnings/ fund balance July 1, 1993	8,894,922	259,265	803,780	9,957,967
Retained earnings/fund balance June 30, 1994	\$ 9,477,700	\$ 325,743	\$ 857,927	\$ 10,661,370

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Cash Flows
Proprietary Fund Types and Similar Trust Funds

For the Year Ended June 30, 1994

	Proprietary Fund Type		Fiduciary Fund Type	Totals
	Enterprise	Internal Service	Nonexpendable Trust	(Memorandum Only)
Cash Flows From Operating Activities				
Operating income (loss)	\$ (298,719)	\$ (231,122)	\$ -	\$ (529,841)
Adjustments to reconcile operating income to net cash provided by operating activities				
Depreciation expense	2,173,384	-	-	2,173,384
(Increase) Decrease in Current Assets				
Accounts receivable	59,156	-	-	59,156
Unbilled revenue	2,000	-	-	2,000
Notes receivable	3,732	-	-	3,732
Inventory	(8,151)	(3,130)	-	(11,281)
Due from other governments	879,404	-	-	879,404
Prepaid expenses	63,794	945	-	64,739
Increase (Decrease) in Current Liabilities:				
Accounts payable	(49,373)	3,438	-	(45,935)
Accrued liabilities	66,434	-	-	66,434
Other liabilities	160,322	-	-	160,322
Net Cash Provided (Used) By Operating Activities	3,051,983	(229,869)	-	2,822,114
Cash Flows From Investing Activities				
Purchase of investments	(304,369)	-	(37,606)	(341,975)
Proceeds from the sale of investments	20,540	-	22,543	43,083
Interest revenue	112,086	-	-	112,086
Net Cash Provided (Used) By Investing Activities	(171,743)	-	(15,063)	(186,806)
Cash Flows For Capital and Related Financing Activities				
Payment of debt	(1,774,111)	-	-	(1,774,111)
Interest expense	(1,583,674)	-	-	(1,583,674)
Proceeds of debt	71,000	-	-	71,000
Purchase of fixed assets	(435,560)	-	-	(435,560)
Net Cash Used By Capital and Related Financing Activities	(3,722,345)	-	-	(3,722,345)
Cash Flows From NonCapital Financing Activities				
Intergovernmental revenue	1,017,668	-	-	1,017,668
Contributions	-	-	15,063	15,063
Advance from other funds	(28,584)	12,930	-	(15,654)
Due from/to other funds	(10,796)	(80,661)	-	(91,457)
Operating transfer in	80,000	297,600	-	377,600
Operating transfer out	(216,183)	-	-	(216,183)
Net Cash From NonCapital Financing Activities	842,105	229,869	15,063	1,087,037
Cash, July 1, 1993	400	-	-	400
Cash, June 30, 1994	\$ 400	\$ -	\$ -	\$ 400
Supplemental disclosures of cash flow information				
Interest paid and expensed during the year	\$ 1,633,029	-	-	\$ 1,633,029
Interest capitalized during the year	60,375	-	-	60,375
Total interest paid during the year	\$ 1,693,404	\$ -	\$ -	\$ 1,693,404

A. Bonds Payable

As of June 30, 1994, bonded debt consisted of the following general obligation bonds:

	<u>Due Date</u>	<u>Date of Issue</u>	<u>Amount Issued</u>	<u>Net Interest Cost</u>	<u>Balance General City</u>	<u>Enterprise Funds</u>	<u>Total</u>
Public improvements	07/15/98	07/15/82	\$ 1,740,000	8.98	\$ 309,005	\$ 265,995	\$ 575,000
Public improvements	02/15/00	02/15/85	3,300,000	8.94	732,788	397,212	1,130,000
Public improvements	11/15/00	11/15/82	2,159,000	8.04	595,200	359,800	955,000
Public improvements	07/15/02	06/16/87	1,788,000	7.29	890,000	135,000	1,025,000
Public improvements	07/15/03	07/08/88	3,462,000	7.19	1,465,000	800,000	2,265,000
Public improvements	07/01/04	07/15/89	2,816,220	6.79	998,737	1,036,263	2,035,000
Sewer improvements	03/01/96	03/01/78	2,260,000	4.80	-	200,000	200,000
Sewer improvements	07/01/99	01/01/79	626,000	5.77	-	150,000	150,000
Sewer improvements	07/15/03	07/08/88	1,295,000	6.98	-	765,000	765,000
School improvements	07/01/95	08/07/80	2,000,000	7.32	260,000	-	260,000
Hospital improvements	01/01/99	12/01/75	2,700,000	7.02	500,000	-	500,000
Public improvements	01/15/00	07/13/90	4,414,280	6.93	1,405,000	2,035,000	3,440,000
Public improvements	08/15/06	07/15/91	2,722,500	6.64	1,910,000	405,000	2,315,000
Public improvements	08/15/08	07/14/93	1,188,388	5.42	1,117,338	71,000	1,188,338
WWTP	07/15/11	07/15/91	10,500,000	6.7	-	9,450,000	9,450,000
WWTP	01/15/12	01/15/91	7,300,000	6.57	-	6,570,000	6,570,000
WWTP	01/15/12	01/15/93	450,000	5.6	-	425,000	425,000
			<u>\$ 50,721,388</u>		<u>\$ 10,183,068</u>	<u>\$ 23,065,270</u>	<u>\$ 33,248,338</u>

Bonds Payable (Continued)

The full faith, credit and revenue raising powers of the City have been pledged against these bonds. The debt service requirements for the above bonds as of June 30, 1994 are as follows:

Long-term debt account group:	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
For the years ending June 30:			
1995	\$ 1,228,226	\$ 686,518	\$ 1,914,744
1996	1,203,615	596,487	1,800,102
1997	1,068,615	513,516	1,582,131
1998	1,048,615	436,642	1,485,257
1999	1,048,615	360,874	1,409,489
2000 and Thereafter	<u>4,585,382</u>	<u>1,031,744</u>	<u>5,617,126</u>
Total Long-term debt account group	10,183,068	3,625,781	13,808,849
Enterprise Funds:			
For the years ending June 30:			
1995	1,740,114	1,518,104	3,258,218
1996	1,726,385	1,392,319	3,118,704
1997	1,596,385	1,285,450	2,881,835
1998	1,596,385	1,176,412	2,772,797
1999	1,591,383	1,068,009	2,659,392
2000 and Thereafter	<u>14,814,618</u>	<u>5,989,547</u>	<u>20,804,165</u>
Total Enterprise Funds	<u>23,065,270</u>	<u>12,429,841</u>	<u>35,495,111</u>
Total	<u>\$ 33,248,338</u>	<u>\$ 16,055,622</u>	<u>\$ 49,303,960</u>

Long-Term Debt

The following is a summary of changes in long-term debt for the year ended June 30, 1994:

	July 1, 1993	Additions	Retirements	June 30, 1994
General long-term debt account group:				
Accrued sick and vacation leave	\$ 1,726,483	\$ 54,227	\$ -	\$ 1,780,710
General obligation bonds	10,231,619	1,117,338	(1,165,889)	10,183,068
Liability for hazardous waste site cleanup	<u>8,166,667</u>	<u>-</u>	<u>-</u>	<u>8,166,667</u>
Total General Long Term Debt Account Group	20,124,769	1,171,565	(1,165,889)	20,130,445
Enterprise funds:				
Accrued sick and vacation leave	150,615	-	(47,986)	102,629
Bonds payable	<u>24,768,381</u>	<u>71,000</u>	<u>(1,774,111)</u>	<u>23,065,270</u>
Total Enterprise Funds	<u>24,918,996</u>	<u>71,000</u>	<u>(1,822,097)</u>	<u>23,167,899</u>
Total All Funds	<u>\$ 45,043,765</u>	<u>\$ 1,242,565</u>	<u>\$(2,987,986)</u>	<u>\$ 43,298,344</u>

(B) Overlapping Debt

The City's proportionate share of debt of other governmental units which provide services within the City's boundaries, and which must be borne by the resources of the City, is summarized below (unaudited amounts):

<u>Related Entity</u>	<u>Total Principal</u>	<u>City's Percent</u>	<u>City's Share</u>
Strafford County	\$ 2,215,000	25.92%	\$ 574,128

This liability is not reported in the accompanying financial statements.

(C) Maximum Debt Limit

The City is subject to state law which limits debt outstanding to a percentage (depending on how funds will be used) of its last full state valuation. Debt incurred for state required sewerage systems is not subject to the limit. The following is a summary, by purpose, of the outstanding debt of the City at June 30, 1994 and related limitations. These limits are based on the tax year 1993 base valuations for debt limits provided by the State Department of Revenue Administration.

<u>Purpose</u>	<u>Maximum debt limit</u>	<u>Applicable bonds outstanding at June 30, 1994</u>
Municipal	\$ 17,094,077	\$ 8,159,609
School	68,376,308	1,695,722
Water	97,680,440	2,831,909
Not subject to limitation	-	<u>20,561,098</u>
Total	\$ <u>183,150,825</u>	\$ <u>33,248,338</u>

(D) Bonds Authorized and Unissued

Long-term debt authorizations voted by the City Council which have not been issued or rescinded as of June 30, 1994 are as follows:

<u>Purpose</u>	<u>Date Authorized</u>	<u>Amount</u>	<u>Applicable Bond Anticipation Notes Outstanding As June 30, 1994</u>
Sixth Street Industrial Park	1990	\$ 2,535,000	\$ 2,350,000
Public Improvements	1995	<u>3,043,000</u>	-
Total		\$ <u>5,578,000</u>	\$ <u>2,350,000</u>

(E) Special Assessment Debt with Governmental Commitment

The City has general obligation bonds payable for water and sewer extension projects on Sixth Street which will be financed primarily by special assessments. Any overdue assessments are lienied by the City through its regular tax lien process. No reserves or sinking funds have been established for this debt.

<u>Assets</u>	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Arena Fund</u>	<u>Industrial Development Fund</u>	<u>Total Enterprise Funds</u>
Cash	\$ -	\$ -	\$ 400	\$ -	\$ 400
Investment in land	-	-	-	2,423,604	2,423,604
Accounts receivable:					
User charges	260,379	345,075	8,093	-	613,547
Special assessments	256,148	1,822,244	-	-	2,078,392
Unbilled revenue	287,000	416,000	-	-	703,000
Prepaid expenses	1,080	-	-	-	1,080
Note receivable	-	-	-	72,463	72,463
Due from other governments	-	15,461,421	-	-	15,461,421
Due from other funds	-	1,017,096	-	236,158	1,253,254
Inventories	171,138	14,050	9,284	-	194,472
Property, plant and equipment	7,746,917	46,103,981	514,435	-	54,365,333
Total Assets	\$ 8,722,662	\$ 65,179,867	\$ 532,212	\$ 2,732,225	\$ 77,166,966
<u>Liabilities and Fund Equity</u>					
Liabilities:					
Accounts payable	\$ 35,514	\$ 2,553	\$ 18,688	\$ 4,305	\$ 61,060
Accrued liabilities	193,706	637,640	41,109	78,065	950,520
Due to other funds	208,511	-	-	-	208,511
Advance from other funds	-	-	188,916	-	188,916
Deferred revenue	91,084	712,342	24,129	-	827,555
Bonds payable	2,831,909	19,950,411	172,262	110,688	23,065,270
Notes payable	-	-	-	2,350,000	2,350,000
Total Liabilities	3,360,724	21,302,946	445,104	2,543,058	27,651,832
Fund Equity:					
Contributed capital	1,223,179	38,558,826	255,429	-	40,037,434
Retained earnings	4,138,759	5,318,095	(168,321)	189,167	9,477,700
Total Fund Equity	5,361,938	43,876,921	87,108	189,167	49,515,134
Total Liabilities and Fund Equity	\$ 8,722,662	\$ 65,179,867	\$ 532,212	\$ 2,732,225	\$ 77,166,966
<u>Additional Segment Information:</u>					
Current additions to property plant and equipment	\$ 272,748	\$ 74,830	\$ 98,979	\$ -	\$ 446,557
Current capital contributions	22,700	62,839	-	-	85,539
Working capital	(1,966)	677,243	(26,912)	(2,213,237)	(1,564,872)
	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Arena Fund</u>	<u>Industrial Development Fund</u>	<u>Total Enterprise Fund</u>
Operating Revenues:					
Charges for services	\$ 1,783,268	\$ 2,632,134	\$ 457,638	\$ -	\$ 4,873,040
Total Operating Revenues	1,783,268	2,632,134	457,638	-	4,873,040
Operating Expenses:					
Personnel services	504,821	344,865	242,789	82,217	1,174,692
Supplies and materials	93,987	80,145	57,254	17,723	249,119
Charges and services	184,836	926,805	36,323	32,571	1,180,535
Utilities	190,749	104,691	98,589	-	394,029
Depreciation	368,567	1,762,607	42,210	-	2,173,384
Total Operating Expenses	1,342,960	3,219,113	477,175	132,511	5,171,759
Operating income (loss)	440,308	(586,979)	(19,537)	(132,511)	(298,719)
Nonoperating Revenues (Expenses):					
Interest revenue	40,473	62,849	-	8,764	112,086
Interest expense	(210,284)	(1,351,242)	(11,911)	(10,237)	(1,583,674)
Intergovernmental	-	1,017,668	-	-	1,017,668
Total Nonoperating Revenue (Expenses)	(169,811)	(270,725)	(11,911)	(1,473)	(453,920)
Income (loss) before operating transfers	270,497	(857,704)	(31,448)	(133,984)	(752,639)
Other Financing Sources (Uses):					
Operating transfers in	-	-	-	80,000	80,000
Operating transfers out	(50,833)	(160,410)	(4,890)	(50)	(216,183)
Total Other Financing Sources (Uses)	(50,833)	(160,410)	(4,890)	79,950	(136,183)
Net income (loss)	219,664	(1,018,114)	(36,338)	(54,034)	(888,822)
Add depreciation on contributed assets	30,009	1,507,796	19,334	-	1,557,139
Less capital additions with contributed capital	(22,700)	(62,839)	-	-	(85,539)
Increase (decrease) in retained earnings	226,973	426,843	(17,004)	(54,034)	582,778
Retained earnings, July 1, 1993	3,911,786	4,891,252	(151,317)	243,201	8,894,922
Retained earnings, June 30, 1994	\$ 4,138,759	\$ 5,318,095	\$ (168,321)	\$ 189,167	\$ 9,477,700

New Hampshire State Library



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